DESIGN DIRECTIONS ■ OLIVE OILS ■ WINE LISTS

THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION VOL. 7 NO. 6 JUNE/JULY 1987

RESTAURANTS USA

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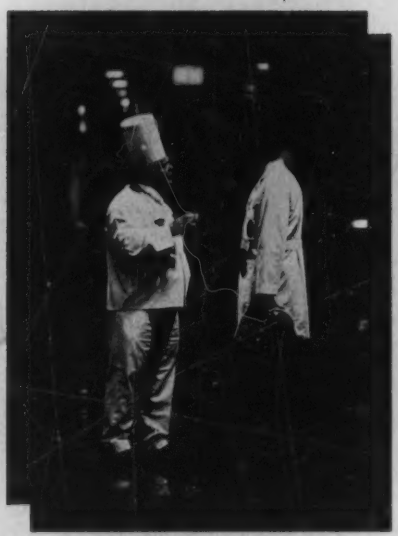

1987 Show Report

It was a one-on-one meeting of 102,000 foodservice professionals.

There were operators, managers, suppliers and educators. They talked about products, services and techniques. Ideas passed from one person to another. Trends were analyzed. Innovations were discovered. It was a success.

ASSOCIATION MEETINGS

Published by the National Restaurant Association

RESTAURANTS USA
VOL. 7 NO. 6 JUNE/JULY 1987

SEMINARS

Basic Foodservice Courses

Dining Room Management
7/20 Columbus, OH
7/21 Cleveland, OH
8/13 Annapolis, MD
9/9 Mystic, CT
9/14 Baltimore, MD
9/21 Colorado Springs, CO
9/23 Albuquerque, NM

Increasing Sales: Effective Front-of-the-House Management
8/24 New Orleans, LA
8/26 Kansas City, MO
9/21 Grand Rapids, MI
9/23 Milwaukee, WI

Kitchen Management
7/20 Burlington, MA
7/21 Newark, NJ
7/28 Austin, TX
8/10 Rochester, NY
8/20 Oklahoma City, OK
8/24 Orlando, FL
9/10 Covington, KY
9/14 Eugene, OR

Tools for Training
9/9 Des Moines, IA
9/10 Rosemont, IL
9/21 Minneapolis, MN
9/22 Indianapolis, IN

Food Production Courses

Perfecting Your Culinary Skills
8/10 Boston, MA
9/15 Atlantic City, NJ

Simplified Baking Workshop
7/29 Grand Rapids, MI
8/24 Portland, OR
8/26 Seattle, WA
9/16 Greenbelt, MD

Soups and Sauces
8/3 Cincinnati, OH
8/5 Charlotte, NC

Foodservice Management Courses

Banquet Management
7/27 Baltimore, MD
8/10 St. Paul, MN
9/15 Anaheim, CA
9/17 Burlingame, CA

Beverage Management
7/21–22 Indianapolis, IN
8/4–5 Atlanta, GA
9/16–17 Uniondale, NY

Employee Motivation
7/21 Louisville, KY
7/23 Rosemont, IL
9/9 Toronto, Ontario, Canada

Food Cost Management
7/22 Portland, OR
8/5 Lincoln, NE
8/18 Trumbull, CT
9/8 Tucson, AZ
9/15 Atlantic City, NJ

Foodservice Operators' Legal Workshop
7/20 Atlanta, GA
9/8 Tucson, AZ
9/16 Wilmington, DE

Menus That Sell!
7/27 Sarasota, FL
9/14 Atlantic City, NJ

Off-Premises Catering
7/27–28 Boston, MA
8/11–12 Milwaukee, WI
8/25–26 Dallas, TX
9/14–15 Atlantic City, NJ

Operational Analysis
7/30–31 Philadelphia, PA
8/4–5 Seattle, WA
9/17–18 Boston, MA

Planning and Implementing Restaurant Marketing Strategy
9/2–3 San Francisco, CA
9/22–23 Newport, RI

Planning Successful Buffets
7/20 Madison, WI
8/11 Burlington, VT
9/1 Ft. Worth, TX
9/9 Hyannis, MA

Profitability
9/22 Charlotte, NC
9/23 Williamsburg, VA

Real Estate and Restaurant Site Selection
8/17–18 Chicago, IL

Sanitary Assessment of the Foodservice Environment (S.A.F.E.)
7/27 San Francisco, CA
7/28 Anaheim, CA
8/17 Pittsburgh, PA

Wine and the Bottom Line
8/13 Scottsdale, AZ
8/25 Bethesda, MD

NATIONAL CONFERENCES

National Conference on Hotel Food & Beverage Management
8/16–18 Las Vegas, NV

Wine Workshop
9/12–24 Burgundy Region, France

Independent Foodservice Operators' National Conference
1/24–26/ 1988 Miami, FL

For more information, contact National Restaurant Association Education Foundation 311 First St., N.W., Washington, DC 20001; (800) 424-5156 or (202) 638- 6100
If your company is interested in our in-house programs, contact Frank Doyle at the association's Washington, DC, office.

STUDY GROUP MEETINGS

Financial Officers
10/7–9 Denver, CO

Foodservice Purchasing Managers
9/10–11 Toronto, Ontario, Canada

Internal Auditors
9/15–18 Las Vegas, NV

Large Independent Operators
8/19–21 Boston, MA

Management Information Systems (MIS—formerly EDP)
10/13–16 Lake Tahoe, NV

Marketing Executives
10/18–20 Lake Tahoe, NV

Multi-unit Architects, Engineers and Construction Officers (MAECO)
9/16–18 Las Vegas, NV

Quality Assurance
10/28–30 Hilton Head, SC

Safety Officers
7/20–22 Seattle, WA

Tax Executives
10/7–9 Denver, CO

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525

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PRESIDENT'S REPORT

Michael J. Grisanti, President and Chief Operating Officer
Grisanti, Inc.; Louisville, KY

At any time, it would be a great honor to be elected president of the National Restaurant Association. But as I contemplate the state of the foodservice industry as demonstrated by the size and scope of last month's Show, I can't help but feel that today, more than ever, I am privileged to assume my new title of President and Chairman of the Board. The sheer number of attendees at the Show—102,000 at last count—is a tribute to the strength of our industry and our association, and I am proud to be a part of it.

There is no better time to be in the restaurant industry. Business is booming across the nation. Consumers are demanding quality and creativity when they eat out, and operators are responding with new concepts and services. But just as the prominence of our industry breeds success, it also places our businesses in jeopardy. The top priority throughout my term as president will be to guard the foodservice industry against the critcisms, regulations and hostile legislation that always seem to accompany success.

Association continues to fight minimum wage increase

A proposed increase in the minimum wage is the foremost issue we are now fighting in Washington. Last month, I testified before Congress on the detrimental effect such an increase would have on businesses that depend heavily on part-time or entry-level workers. An increase in the minimum wage would *not* mean more money for these workers; it would instead mean that many would be out of jobs since employers would be forced to cut back on work hours to counteract the wage increase.

To the congressional argument that an increase in the minimum wage would help the "working poor," we are responding with a just-completed National Restaurant Association survey which reveals that only one in 10 minimum wage earners are members of poverty-level households. We are pointing out that raising the minimum wage misses the target: It would affect middle-class youth and the spouses of heads of households, but it would have very little effect on families living below the poverty level.

These are just some of the facts we are presenting to Congress. We have also asked the state restaurant associations to help us organize meetings between their members and their senators regarding minimum wage. We hope for 100 meetings in 50 states.

In short, we are leaving no bases uncovered in our opposition to an increase in the minimum wage. I will continue to keep you posted on the progress of our efforts.

Other pending legislation we are monitoring closely in Washington include a proposed FICA tax on tips, new regulations mandating health insurance and parental leave, and any developments in the immigration law. We are evaluating the effects these issues would have on the industry and are posturing our arguments accordingly. Again, I will keep you posted.

Video explains immigration law

The association is preparing a short videotape that explains how to comply with the regulations of the new immigration law. Whether you are hiring U.S. citizens or registered aliens, you must fill out the appropriate form. This videotape, entitled *Complying With the New Immigration Law*, tells what the law requires of employers. It is available through the association's publications department.

National Conference on Hotel Food & Beverage Management

VideoTraining catalogue

New publications available

Phase two for "Ours is a Special World"

Plan for Grandparents Day

In other association news, we are planning the first National Conference on Hotel Food & Beverage Management, August 16-18, at Caesar's Palace in Las Vegas. Hotel foodservice, once regarded as a "necessary evil," has become a sophisticated and profitable element of a hotel's overall marketing package. This conference is a must for all current and prospective hotel foodservice managers who want to improve their operations. Register today.

By now you should have received a copy of the association's VideoTraining program catalogue. This catalogue outlines the series of training tapes available from the association's video library, including the Waitstaff Training Series, the Back-of-the-House Training Series, and the newly completed series on Wine Service, which will be available for purchase by the end of this month.

A number of new publications are available from the association's research department this month, including a primer on *How to Recruit, Hire and Retain Employees* and *Beverage Research: A Consumer Attitude Survey*. Also available this month is *1985 in Review*, an in-depth look at the state of the foodservice industry in 1985. Simply fill out the card enclosed in this issue of ***Restaurants USA*** to receive your free copy.

On the promotional front, "Ours is a Special World," the nationwide campaign to boost the image of the hospitality industry as a source of rewarding careers, moves into phase two this summer. This new phase is geared toward prospective foodservice employees. Through vocational guidance centers and through advertisements in publications targeted toward teens and other likely labor sources, we will tell potential employees about the career opportunities that exist in foodservice.

Grandparent's Day—September 13 this year—is fast approaching. It is not too soon to begin promoting this holiday in your restaurant. Look for ideas in the special issue of ***PRO-MOTION*** newsletter, which will be mailed to key association members later this month. Table tents and posters can be ordered from the association to round out your promotional efforts.

Finally, it is my pleasure to welcome the 130 new members who joined the association in June. Your participation in the association will benefit your business and will make the association more effective in its representation of the foodservice industry.

Sincerely,

Michael J. Grisanti
President and Chairman of the Board

RESTAURANTS USA

COVER STORY: 1987 SHOW

9 The Show, for all of its miles of exhibits and thousands of attendees, is really a one-on-one experience. Attendees come not as spectators, but as participants. They are there to ask questions, take notes and go home with more information than they could possibly find anywhere else. This year's Show Report takes a look at the Show as a source of products, services and ideas. It provides lists, leads and tips you can use in your operation.

SPECIALS

20 Bye, bye mess hall blues
The army is adding culinary awards to its stripes. A well-organized training program and an annual culinary competition among army teams is turning recruits into top-ranking chefs.

22 New directions in restaurant design
Design trends in the restaurant industry are hard to call—they change so quickly. To give you an idea of where restaurant design is headed, nine top designers discuss major design directions.

27 Shorter, smaller wine lists make more dollars and sense
Written by a judge in this year's Wine Classic, this "Viewpoint" explains why many restaurateurs are turning toward smaller, more discriminating wine lists.

28 Handpicking the right olive oil
In Europe, olive oil is used almost as a condiment. Because chefs here are beginning to appreciate the versatility and flavor of good quality olive oils, this article presents brand ratings and offers tips for judging and rating the oils.

32 A dictionary of fats
If you don't know the difference between vegetable and baking shortenings or what makes polyunsaturated fats different from saturated fats, this dictionary will clear up any confusion.

Cover photographs by Neil MacDonald and Michael Weinstein

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American Express recognizes outstanding service

American Express Travel Related Services Company, Inc. has launched its "Service Excellence" program. Open to cardmembers and restaurants, hotels and some other retail establishments that honor the American Express card, the program recognizes employees who demonstrate an outstanding commitment to providing quality service.

Initially, employees in nine major cities across the country—Atlanta, Boston, Chicago, Dallas, Los Angeles, New York, Philadelphia, San Francisco and Washington, DC—are eligible for the award.

American Express cardmembers are encouraged to identify employees who "go out of their way to be friendly, respectful and helpful." Owners and general managers of establishments are asked to nominate one employee for the award. Nominated employees should have direct public contact on a regular basis, should approach customers with a positive attitude and go out of their way to ensure satisfaction.

Each employee identified for the award will receive a letter of thanks from American Express and a special lapel pin.

Nominated employees, their employers and participating cardmembers are automatically entered into a sweepstakes. A total of 171 winners will win cash and vacation prizes, including $54,000 in American Express Travelers Cheques, a one-week stay in Paris and London and $100 Be My Guest gift certificates—good for dining in restaurants across the country that accept the American Express card.

Winners will be announced in September in full page advertisements in major daily newspapers in the targeted markets.

To participate, restaurants honoring the American Express card must complete and mail in nominations by Aug. 21, 1987. In lieu of filling out the official nomination form, restaurant owners or managers can complete a 3" x 5" card with the following information: their name, nominee's name and title, their business address and the words "American Express Award for Service Excellence Sweepstakes." Cards should be mailed to: American Express Award for Service Excellence Sweepstakes, P.O. Box 2144, Dept. SE, Boston, MA 02106-9921. One entry per establishment.

Each employee identified for the award will receive a letter of thanks and this special lapel pin.

Association gets new logo

Michael A. Grisanti, president of the National Restaurant Association, unveiled the association's new logo at a press conference at the association's annual Show in Chicago on May 17.

The new blue and red logo, which is composed of the words "National Restaurant Association" below a rule and a star, was selected after months of deliberation by a special committee chaired by National Restaurant Association Director Stephen E. Elmont.

The star in the logo's upper right hand corner symbolizes the "quality of the association as well as the national scope of its membership activities," Grisanti explained.

NATIONAL RESTAURANT ASSOCIATION

"The new logo will project a sharp contemporary image for the association as it moves into the 1990s and beyond." He added that "by using the association's full name, rather than the initials, we hope to eliminate confusion with other organizations." The new logo will be implemented this summer.

Conference on employing older workers in foodservice

Celebrated seniors Helen Hayes and Art Linkletter will speak at "Experience at Work: Employing the Older Worker in the Food Service Industry," the first national conference addressing foodservice employment of workers who are 55 years old and older. The conference, presented by the American Association of Retired Persons (AARP) and the National Restaurant Association will be held at the J.W. Marriott Hotel in Washington, DC, July 23 and 24.

In addition to Hayes and Linkletter, conference speakers include leaders of major national service organizations and large foodservice employers, job training experts, private and public policy makers and advocates of rights and opportunities for older people.

"Experience at Work" which addresses questions of social security, worker benefits, health, safety and training programs also spotlights the successful employment programs at Arby's, Kentucky Fried Chicken, McDonald's, Wendy's, Marriott and General Mills restaurants.

For more information contact Brother Philip Nelan, National Restaurant Association, 311 First St., N.W., Washington, DC 20001, or phone (800) 424-5156 or (202) 638-6100.

Discounts on business phone calls

The National Restaurant Association has reached an agreement with MCI to make a 10 percent discount available on long-distance business charges to restaurants and vendors that are members of the National Restaurant Association.

"Some members can save most or all of their annual dues in telephone savings alone," says Don Ethier, director of membership and marketing.

Grisanti continues fight to fend off minimum wage hike

National Restaurant Association President Michael Grisanti (Grisanti, Inc.; Louisville, KY) told a House Education and Labor subcommittee on April 30 that increasing the minimum wage would eliminate entry-level jobs and price the unskilled out of the job market. Grisanti spoke at the invitation of Rep. Austin Murphy (D-PA), the subcommittee's chairman.

The primary bills to raise the minimum wage are expected to be H.R. 1834, introduced by Rep. Augustus Hawkins (D-CA), and S. 837, sponsored by Sen. Edward Kennedy (D-MA). These labor-backed bills would raise the minimum wage to $4.65 by 1990 and then increase it yearly as needed to maintain it at 50 percent of the average hourly private-sector wage for nonsupervisory workers. The legislation would not change the 40 percent tip credit.

Proponents of an increase say that the minimum wage no longer provides a "living wage," citing the fact that the income earned by a person working full time for the minimum wage now falls below the poverty line that the government sets for a family of three.

But the overwhelming majority of minimum wage earners do not head households of three or more persons, Grisanti told the subcommittee. Most minimum wage earners are part-time workers under 25 years of age—primarily students and young people just entering the work force, said Grisanti. Raising the minimum wage, he pointed out, is "targeting one group for help and hitting another. The minimum wage does not function as an effective anti-poverty tool."

Moreover, most economists agree that an increase in the minimum will lead to decreases in employment—cutbacks in restaurant operating hours or employee hours, for example, or elimination of positions.

Grisanti noted that those with the least experience and fewest skills will be the first to suffer. "I urge you to give painstaking attention to the types of jobs affected by a minimum wage increase," Grisanti said. "Raising the minimum wage puts a higher price on the heads of the least productive, lowest-skilled workers. Higher-skilled workers can, in a sense, 'justify' higher wages because they are more productive. But those workers on the fringes of the work force will not have the education, experience or skills to command higher wages," he maintained.

"Those lowest-skilled workers need jobs to gain experience. Unfortunately, every time the minimum wage is increased, these entry-level job opportunities slip further and further away from the unskilled and inexperienced."

The foodservice industry is in a position to offer jobs to large numbers of untrained persons, Grisanti told the subcommittee. However, he noted that "because the industry is so competitive, there is an upper limit to the amount of increased labor costs operators can pass on to customers."

Opponents of an increase are in for a battle, however. In his opening remarks at the hearing, the committee chairman told the group, "I firmly believe that workers need a raise. Employers should help Congress determine the appropriate size."

Chafee calls proposed FICA increase "nonsense"

Sen. John Chafee (R-RI), a member of the Senate Finance Committee, said he opposes President Reagan's plan to require employers to pay Social Security (FICA) taxes on all reported tips. Speaking recently to the association's Government Relations Committee, Chafee said he did not think the industry-opposed proposal would be approved by Congress. However, Chafee said he believes a moderate increase in the minimum wage will occur, with annual increases following along the line of $3.70 an hour in 1988, $4.00 in 1989 and $4.25 in 1990.

INS releases final immigration regulations

On May 1, 1987, nearly five months after major immigration legislation was signed by President Reagan, the Immigration and Naturalization Service (INS) released final regulations implementing the new law.

And now, for the first time in U.S. history, the INS will penalize employers who either knowingly hire unauthorized workers or who fail to maintain the required paperwork. Sanctions against employers who violate the law will be phased in beginning July 1, 1987, although until May 31, 1988, INS will issue only warnings to first-time offenders.

Filling out and retaining the I-9 form

Employers must fill out I-9 forms (Employment Eligibility Verification Forms) for all employees hired on or after Nov. 7, 1986. These forms are designed for verifying that new employees are either U.S. citizens or aliens authorized to work in the United States.

Filling out the I-9 is a three-step process: The employee fills out section 1, supplying brief biographical data and attesting authorization to work in the United States. The employee then presents documents proving his identity and eligibility to work. The employer must examine these for authenticity. Finally, employers fill out section 2 of the I-9, noting which documents they have examined and attesting that the individual appears to be eligible for employment.

INS provides a complete list of acceptable documents in its *Handbook for*

Employers, due to have been mailed out at the end of June. Employers may also refer to the National Restaurant Association's *Immigration Reform: An Operator's Guide to the New Immigration Law*.

Once the I-9 has been filled out, the employer must keep the form on file for at least three years from an employee's date of hire. If a worker is employed for longer than three years, the employer must keep the I-9 for one year after the individual leaves employment.

INS officers have the right to inspect I-9's upon demand after giving three days advance notice. No subpoena or warrant is required for such inspection, and any refusal or delay in presentation of the I-9's is a violation of the law.

Which workers must be verified and when

Employers have until Sept. 1, 1987, to complete I-9's for all workers hired between Nov. 7, 1986, and May 31, 1987. I-9's do not have to be filled out for workers who were hired during this period but who quit or were fired before June 1.

For workers hired on or after June 1, 1987, employers must complete I-9's within three business days of the day an employee begins working. Employees who do not have the appropriate documents have three business days to produce a receipt proving they have applied to get the document. The document itself must be shown to the employer within 21 days.

INS makes a special exception for those illegal aliens who are applying for legal status. Employers can hire or continue to employ these aliens without fear of penalty until Sept. 1, 1987. Amnesty applicants have until that date to show their employers documents proving their work eligibility. Employers should just note on the I-9 form that the employee is applying for amnesty.

Employers do not have to verify the employment eligibility of workers hired before Nov. 7, 1986. Even though some of these employees may be illegal aliens, the new law "grandfathers them in" for employment purposes. These workers lose their grandfather status if they quit, are terminated or are deported from the United States. They retain their status, however, if their employment is temporarily interrupted due to leave for study, illness or disability of a family member, illness, pregnancy, vacation, strikes and layoffs.

Penalties

The "citation period"—from July 1, 1987 through May 31, 1988—will be a period of combined public education and law enforcement. INS will work with employers and others to promote understanding of the new law. During the citation period, employers can be fined for only second or subsequent violations of the law. Beginning June 1, 1988, *first* violations will result in penalties.

Criminal penalties will be levied for regular, repeated and intentional violations.

Kennedy introduces health care benefits bill

Sen. Edward Kennedy (D-MA) has introduced his much-talked-about plan to require employers to provide health insurance to *all* full-time workers. On May 19, Kennedy held a hearing on the bill, S. 1265, before the Senate Labor and Human Resources Committee, which he chairs. Another hearing on the bill was scheduled for June. The National Restaurant Association and other business groups oppose the bill.

Long a supporter of national health insurance, Kennedy now proposes the private sector pay the costs of making a basic health insurance plan available to all workers. Under the bill, employers would be required to offer at least a minimum package of benefits to their employees, and the employees would be required to accept it.

According to the senator, "A minimum benefit package does not mean Cadillac plans or first-dollar coverage of health expenses. . . . It means basic protection against the financial burden of major illness."

Here are the basics of the Kennedy plan:

- ☐ a health care package must be offered to all full-time workers and their dependents (full-time worker is someone who works at least 17.5 hours a week)
- ☐ the basic package must cover hospital and physician care, diagnostic tests, prenatal and well-baby care; it must also offer catastrophic coverage, with a limit of $3,000 on the insured's out-of-pocket expenses
- ☐ deductibles would be limited to $250 per person, $500 per family
- ☐ employers would have to pay 80 percent of the cost of the premium and
- ☐ employee copayments would be limited to 20 percent of the health care costs.

Kennedy estimates that his bill will cost employers about 45 cents an hour per employee, the equivalent of about a 14 percent increase in the minimum wage. However, the costs are expected to be much higher in the restaurant industry. Foodservice has a high number of part-time workers, many of whom would be covered under the bill's liberal definition of a full-time worker. Moreover, the bill requires an employer to pay 100 percent of the premium for "low-income" workers, defined as those making less than $4.19 an hour.

Because Kennedy readily acknowledges that "the smallest firms have the largest problems in providing health insurance," his bill would establish a structured choice system in each geographic region through which small employers could obtain the benefits of community rating, group purchasing power and lower administrative costs.

Kennedy also said he expects to introduce tax legislation that would place smaller businesses on a more equal footing with larger corporations in providing health insurance, but small business advocates in Washington say these provisions will not go far enough in making health coverage affordable for small firms.

In the House, Reps. Henry Waxman (D-CA), Augustus Hawkins (D-CA), William Clay (D-MO) and Austin Murphy (D-PA) have introduced H.R. 2508, legislation identical to the Kennedy bill.

—Jay Morris
—Denise Roach

1987 SHOW REPORT

G. "Jim" Hasslocher, outgoing association president, congratulated his successor, Michael Grisanti.

New association President Michael Grisanti and wife Paula enjoyed comedian Tom Dreesen and singer Marilyn McCoo at the Show's Grand Banquet.

THE SHOW—THE SOURCE

This year's Show brought together more than 102,000 foodservice operators, suppliers and educators to meet one-on-one—one person passing along information to another.

Each year the Show grows. But what does that growth mean to the individual operator or manager who comes to the Show with a checklist of needs? The size of the Show relates directly to the number of available sources—from equipment innovations to management techniques. The more people who attend, the more opportunities there are to discover products, services and ideas which can solve problems and create opportunities.

For example, Show attendees could have discovered the technology for drive-thru systems or a new variety of clam that is deep purple or red. They could have learned the secrets of Rich Melman's success or ways to develop motivated employees. And they could have gone home with new ideas for their menus, wine lists and plate presentations by taking note of the entries in the American Culinary Classic, the Wine Classic winners and the 17th annual Culinary Salon displays.

Read through the coverage of this year's Show Report and you will quickly find out why we titled this year's coverage "The Source." There is no other marketplace in the foodservice industry that brings together so many people, so many products and so many ideas all designed to improve the business of foodservice.

LOCAL RUNNER WINS 10K RACE

More than 3,000 runners crossed the finish line in Chicago's largest 10 kilometer run—the seventh annual Main Course race sponsored by the association and held during the Show.

Craig Young, 30, from Rockford, IL, led the runners with a time of 30:13.

Craig Young

Grace Wilson, winner of the women's division with a time of 36:08, was a Show participant and member of the Coca-Cola team from Atlanta. Coca-Cola placed second among the Show participants. Stroh's placed first, and Leona's Pizzeria placed third.

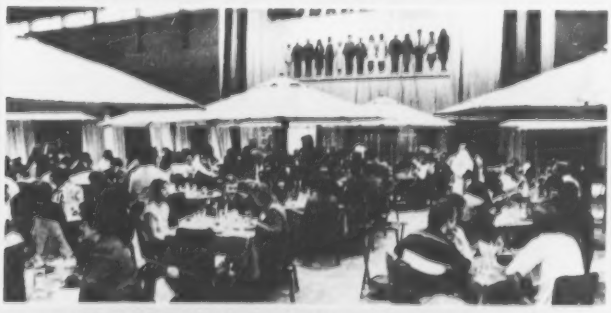
But the most popular awards of the Main Course were the "You don't have to win, to win" random drawings. In addition to complimentary dinners and weekends at many of Chicago's finest restaurants and hotels, the grand prize in this category was a trip for two to any of United Airline's U.S. destinations. The grand prize this year was won by Sven Overland of McHenry, IL.

AMERICAN CULINARY CLASSIC UP CLOSE

The West German team triumphantly marched into the Salute to Excellence awards dinner to receive honors. The team was the American Culinary Classic's overall winner.

For four days, crowds of onlookers watched intently, took notes on preparation and presentation techniques and vied for one of the 200 seats in the specially constructed dining area which served the menus prepared daily by members of the American Culinary Classic—the first world-class cooking competition featuring international culinary teams to be held in the United States. The competition presented Show-goers with a unique opportunity to watch professional chefs from around the world display their skills in both hot and cold food competitions.

Eight international teams showcased their talents—Belgium, Canada, Great Britian, Italy, Singapore, South Africa, the United States and West Germany. The overall winners, based on a combined score from the hot and cold food events, were West Germany, the United States and Singapore, in that order. In the hot food competition, the United States team captured top honors, followed by West Germany and Singapore. The West German team was awarded first place in the cold food competition, with Singapore second and the United States third.



Each day 200 Show attendees sampled the delicacies created by the competing international teams.

The U.S. team's intense effort in the competition kitchen paid off. The team took first place in the hot food competition.

Hot food competition

The hot food competition was a learning experience for both the chefs and the audience. Many of the international teams had never experienced a competition with mystery baskets of ingredients—an American innovation. While most competitions allow chefs to prepare their menus months in advance, the mystery box concept challenges chefs to prepare menus from a list of ingredients they are given only 24 hours before the actual cooking begins. Each team received a different mixture of ingredients, carefully chosen to provide comparable groupings of seafood, meats, vegetables and fruits. Using the assigned ingredients, the teams had to prepare 50 servings of two different three-course meals. The international team of judges then rated the dishes on taste/texture, presentation, composition, utilization of ingredients, workmanship, cleanliness and timing.

The teams found the concept stimulating. "Working with a mystery basket really makes you think," said Stephen Miller, the British team manager. "And that is what being a top chef is all about—being able to produce creatively."

For Show attendees, the competition provided an upclose view of an international range of new ideas, techniques and cooking styles. The South African team, for example, demonstrated the unusual flavor combinations inherent in authentic South African cooking. "Our food is generally spicy with ingredients, such as peppers and curry sauces, combined with fruits," explained team manager Bill Gallagher.

The Singapore team brought the artistry of the Orient to the American Culinary Classic's cold food competition.

U.S. MENUS

Menu A

Oysters Delmarv
Poached oysters with fish mousse wrapped in spinach and rolled with multicolored strips of pasta. Served with a light cream and tomato butter sauce.

Spring Chicken Northern Woods
Roasted chicken breast with sauteed wild mushrooms; smoked chicken on braised lentils and chicken sausage with braised cabbage. Served with carrot/potato pie.

Strawberries San Juaquin Valley
Strawberry Bavarian cream served in an almond tart shell with a custard sauce and a chocolate garnish.

Menu B

Pork Tenderloin Bartlett
Pork tenderloin marinated in a spicy Cajun sauce, blackened and roasted. Served on top of a salad of bibb and red oakleaf lettuce with julienne of pears, tossed with an orange juice and vinaigrette dressing.

Lake Fish Ozarks
Trout filets, boned and skinned (shaped like teardrops), with a pike mousse made with saffron, fresh herbs and white wine. Served with a puff pastry stuffed with sauteed shallots and mushrooms. Accompanied by asparagus sauteed with garlic and olive oil and steamed slightly in chicken stock.

Citrus Florida Sunshine
Simple lemon tart, not too sweet. Bright dough sunbursts added a little extra touch to the back of the pie crust.

LAKE FISH OZARKS

Serves 8

Ingredients:
8 4-oz. boneless trout filets
1 lb. pike filet
1½ cups heavy cream
2 egg whites
1 Tbs. white wine reduction
fresh dill, fresh parsley, washed and chopped, salt and white pepper to taste
butter
½ cup white wine
1 cup diced shallots
1 cup fish stock

Method:
1. Skin filets and shape into a teardrop form.
2. Puree pike, egg whites, wine reduction, fresh dill and parsley in blender, always keeping mixture cold.
3. Place fish puree in an ice bath and, while whipping slowly, dribble in the heavy cream. Season to taste.
4. Use a pastry bag to pipe the mousse into the center of the trout filets.
5. Butter the bottom of a shallow roast pan and sprinkle with shallots, fish stock and white wine. Place fish on top. Cover tightly and bake at 350°F for 10 minutes.

Their *Chicken St. Lucia*, for instance, featured baby chickens marinated in a raspberry vinaigrette, stuffed with veal and savory rice, wrapped in pineapple and baked with honey.

Onlookers could also take home new ideas for preparing old favorites. The Singapore team, for instance, transformed a basic loin of beef into a delicate piece of art by wrapping each entree in a woven pastry shell. Although it took more than five hours to prepare the pastry, cut it into strips and weave it around each piece of beef, the final product—stuffed with mushrooms and served with a tarragon and shallot sauce—accomplished the team's goal to prepare "different kinds of items that people don't see every day."

The American team focused on entrees which would demonstrate different cooking techniques and new presentation ideas. For instance, when faced with 30 baby chickens—not enough to make 50 portions—they utilized the birds three different ways to gain maximum usage. They roasted the breasts with herb butter, boned out the legs and smoked the meat to make an interesting forcemeat and combined a bit of pork fat with the chicken trimmings to make a chicken sausage. "On one plate we demonstrated three different ways to prepare chicken," says team manager Jeff Gabriel. "Plus, we showed different shapes on the plate and total utilization of the birds." To go along with the "autumny" look of the chicken, the chefs prepared an "earthy-looking" carrot/potato pie.

Cold food competition

The entries in the cold food competition illustrated the artful possibilities in food presentation. Spectators were treated to two different displays each day, each one totally different in style, compositon and theme. Many of the presentations distinctly reflected their countries of origin. The Singapore display, for instance, was a delicate representation of traditional Asian shapes and symbols, from a fleet of swan-shaped, pastry vessels which seemed to float across their black lacquer platter to ornamental flowers, birds and dragons. Every detail, from the rosewood carvings to the silk skirtings, was carefully chosen to project a dramatic, distinctly Asian work of art.

A chocolate Model-T Ford left no doubt about the origin of the U.S. team's presentation. The 12 by 18-inch detailed replica won the best centerpiece of the Show.

The West German team combined new technologies with their precisely crafted food presentations. For instance, they highlighted items with nonheat lamps and piped in German music to add drama to their display.

What did onlookers and chefs gain from the experience? "A competition like this is like a showcase of the industry," said Jeff Gabriel, United States team captain. "Some things are obviously not practical for everyday use, but it's a great way to pick up new ideas."

WINE LIST LEADS FROM SHOW

Restaurateurs interested in increasing wine sales should take special note of the top wines in this year's Wine Classic. "Put these winners on your 'must try' list as possible additions to your wine menu," suggests Richard Alberini, owner of Alberini's restaurant (Niles, OH; 550 seats; approximately $200,000 in annual wine sales) and one of 40 judges at this year's Wine Classic.

The results of this competition are of particular interest to restaurateurs because the Wine Classic is the only major U.S. wine competition sponsored by the hospitality industry. Restaurateurs, wine writers and professional wine judges combined their expertise to select the top wines in seven categories, including two U.S. varietals: Cabernet Sauvignon and Johannisburg Riesling; one U.S. hybrid: Marechal Foch; and four European wines: Beaujolais-Villages (France), Riesling Kabinett (Germany), Sangiovese (Italy) and Ruby Port (Portugal). The result was "an impressive selection of wines," stated Jane Moulton, food and wine writer for the *Cleveland Plain Dealer* and a Wine Classic judge.

As restaurateurs review the winning list, they should not limit their tastings to the gold winners. Moulton explains that many of the other winners, particularly the silvers, may be exceptional wines, but they may be somewhat less traditional and therefore more controversial during the judging.

Alberini, whose wine list includes more than 600 wines, suggests that the single most important factor to consider when selecting a wine for a wine list is the menu, because wines must complement the food. "But, there are wines among the Wine Classic winners that will work on any operator's menu," he adds. "I know I'm going to include some of these wines on my list."

YOUNG WINES SOON TO BE IN

Does a wine list have to be kept up to date? Yes, says restaurant wine consultant Ronn Wiegand. During a management clinic at the Show, Wiegand predicted that customers coming into restaurants in the near future will be looking for relatively smooth and fruity wines. To respond to these customers, Wiegand outlined six major, soon-to-be "in" wine types. According to Wiegand, their strong points include "drinkability when young, versatility at the table, competitive prices and pedigrees."

Whites

☆ **Off-dry Rieslings** from Germany (Rhine and Mosel), Oregon, Washington, California and New York

☆ **High-quality, off-dry Chenin Blancs** from France (Loire Valley), Washington, California and Texas

☆ **Medium-weight Chardonnays** from France (Burgundy), Australia, California, Oregon

Reds

☆ **High-quality, fruity Gamays** from France (Beaujolais), California and Oregon

☆ **Sangiovese-based Italian wines** from Chianti, Vino Nobile di Montepulciano, Vino da Tavola and Brunello di Montalcino

☆ **Pinot Noir** for France (Burgundy, Loire Valley), Australia, Germany, Italy, California and Oregon

1987 WINE CLASSIC WINNERS

United States Wines

Cabernet Sauvignon

The Cabernet is a complex, dry red wine that matures with age (suggested four years minimum). It is known for its deep red color and has a bouquet of fresh black currants. It goes well with meat and strong tastes but not with highly seasoned food.

Best of Show

☆ Raymond Vineyard & Cellar (St. Helena, CA); 1982 Private Estate Reserve, Napa Valley

Gold

☆ Glen Ellen Winery & Vineyards (Glen Ellen, CA); 1984 Estate, Sonoma Valley

☆ Maddalena Vineyard, (Los Angeles, CA); 1984 Reserve, Sonoma County

☆ Raymond Vineyard & Cellar (St. Helena, CA); 1982 Private Estate Reserve, Napa Valley

☆ Roudon-Smith Vineyards (Santa Cruz, CA); 1983 Monterey

Silver

☆ Buena Vista Winery (Sonoma, CA); 1984 Carneros, Napa Valley

☆ Chalk Hill Winery (Healdsburg, CA); 1984 Sonoma County

☆ Creston Manor Vineyards & Winery (San Francisco, CA); 1984 Winemaker Selection, Central Coast

☆ Eberle Winery (Paso Robles, CA); 1983 Paso Robles

☆ Franciscan Vineyards (Rutherford, CA); 1983 Oakville Estate, Napa Valley

☆ Groth Vineyards (Oakville, CA); 1983 Napa Valley

☆ Whitehall Lane Winery (St. Helena, CA); 1984 Napa Valley

Johannisburg Riesling

This white wine has a scented, fruity bouquet suggestive of pineapples. The Riesling works equally successfully with a light meal or dessert.

Best of Show

☆ Navarro Vineyards (Philo, CA); 1984 Late Harvest, Anderson Valley, Mendocino

Gold

☆ Chateau Ste. Michelle (Woodinville, WA); 1984 Reserve Late Harvest, Hahn Hill Vineyards

☆ Kendall-Jackson Vineyards Winery (Lakeport, CA); 1986 Clear Lake, Lake County

☆ Rodney Strong Vineyards (Healdsburg, CA); 1985 Select Late Harvest, Sonoma County

☆ Sebastiani Vineyards (Sonoma, CA); 1985 Late Harvest, Sonoma

Silver

☆ Babcock Vineyards (Long Beach, CA); 1986 Santa Ynez Valley

☆ Chateau St. Jean (Kenwood, CA); 1985 Select Late Harvest, Russian River

☆ The Gainey Vineyard (Santa Ynez, CA); 1986 Santa Barbara County

☆ Haywood Winery (Sonoma, CA); 1986 Estate Bottled, Sonoma Valley

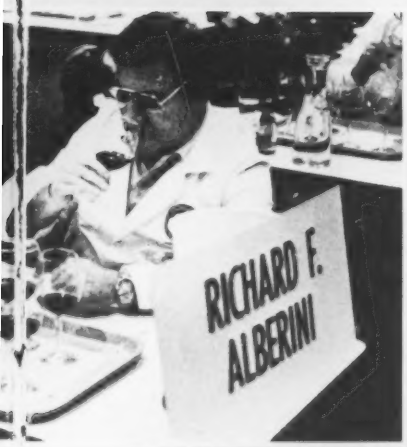
☆ Jekel Vineyard (Greenfield, CA); 1986 Arroyo Seco

☆ St. Francis Winery (Kenwood, CA); 1986 Estate Bottled, Sonoma Valley

☆ Santa Barbara Winery (Santa Barbara, CA); 1986 Late Harvest, Santa Ynez Valley

☆ Vega Vineyards Winery (Buellton, CA); Special Selection, Estate Bottled, Santa Ynez Valley

☆ Ventana Vineyards (Monterey, CA); 1986 Monterey



Marechal Foch

This red wine can have many of the characteristics of the light, fresh Beaujolais. However, some winemakers prefer to make it into a heavier wine through barrel aging. The wine goes nicely with spicy foods and well-flavored meats, such as lamb.

Best of Show

☆ Wollersheim Winery (Prairie du Sac, WI); 1985 du Sac

Gold

☆ Wollersheim Winery (Prairie du Sac, WI); 1984 du Sac

☆ Wollersheim Winery (Prairie du Sac, WI); 1984 Reserve

Silver

☆ Terra Wineceller (Geneseo, IL); 1985 Terra Vineyard

☆ Widmer's Wine Cellars (Naples, NY); 1983 Finger Lakes

European Wines

European wines are listed with distributors wherever possible.

Beaujolais-Villages, France

A varietal produced from the Gamay grape in the area of France traditionally known for its Burgundies. The designation "Villages" signifies that the wine is a Beaujolais produced in one of only 39 communes and represents the midpremium wine of the area. This light red wine should be consumed when it is young (two to three years); Beaujolais-Villages has a fruity, flowery bouquet and is lightweight and fresh in the mouth with very little tannin and quite a bit of acidity.

Best of Show

☆ 1985 Beaujolais Regine; Georges Duboeuf/Winesellers Ltd. (Skokie, IL)

Gold

☆ 1985 Jean Claude Boisset; Jean Claude Boiset USA (Rockville, MD)

☆ 1985 Reine Padauque Ch. des Correaux; Deinhard & Partners (Tenafly, NJ)

Silver

☆ 1985 Grande Grange; Georges Duboeuf/Winesellers Ltd. (Skokie, IL)

Riesling Kabinett, Germany

This varietal from the Riesling grape is consumed young. The "Kabinett" distinction signifies that the wine has the lowest sugar content of the top classification of German Rieslings. It is dry to medium dry with a fruity but not grape-like bouquet. It is sometimes flowery or honeyed and works well with light meals or as a dessert wine.

Best of Show

☆ 1985 Piesporter Goldtropfchen, J.B. Hain; Selected Wines of Europe (Woodbridge, NJ)

Gold

☆ 1985 Winkeler Hasenspring; Deinhard & Partners (Tenafly, NJ)

☆ 1985 Winningen Bruckstuck Spatlese, Richter; Paul Mann Imports (Roseville, MI)

Silver

☆ 1985 Hochheimer Koenigin Victoriaberg; Deinhard & Partners (Tenafly, NJ)

☆ 1985 Niersteiner Bildstock; Schieffelin & Co. (New York, NY)

☆ 1985 Schloss Johannisberg; Seagram Chateau & Estate Wines (New York, NY)

☆ 1985 Schloss Volrads Rheingau; House of Burgundy (New York, NY)

Sangiovese, Italy

A varietal made from the Sangiovese grape that is the principal grape used in the well-known Italian Chiantis. Filled with the bouquet of violets, the ruby-colored Sangiovese is slightly tannic, balanced and dry with a distinctive, almost-bitter finish. It goes well with rich pasta dishes and meat sauces.

Best of Show

☆ 1983 Le Pupille Morellino Scansano Riserva; Dreyfus Ashby (New York, NY)

Gold

☆ 1983 Monte Vertine, Le Pergola Torte; Direct Import Wine Co. (Des Plaines, IL)

Silver

☆ 1983 Castellare Sodi San Nicolo; Winebow, Inc. (New York, NY)

☆ 1982 Castello di Querceto, Ca Corte; Direct Import Wine Co. (Des Plaines, IL)

Ruby Port, Portugal

This fortified, nonvintage red wine is known as an aperitif or dessert wine. It has a peppery nose but the addition of Portuguese grape brandy gives it a sweetness.

Best of Show

☆ Harvey's Gold Cup Ruby

Gold

☆ Dow's Number 1 Port

Silver

☆ Ramo's Pinto Ruby

☆ Taylor Port

BEER: AN UP AND COMING BEVERAGE

"Beer is increasingly being recognized as a sophisticated drink of great variety, complexity, nobility and even sexiness," said beer expert Michael Jackson during a Theatre Series presentation.

Jackson, author of the best-selling *World Guide to Beer*, began his talk by emphasizing the similarities between "the two great fermented beverages of the world—beer and wine." Operators should market beer as they market wine, he said, because as American beer tastes become more sophisticated, the trend will be away from brand loyalty and toward "the right beer for the moment, season or dish."

Michael Jackson

With alcohol consumption down, people are more willing to drink "up" to more expensive beers, said Jackson. As evidence, he cited the interest being shown by the giant American brewing companies in marketing specialty beers.

Jackson ended his presentation with a beer-tasting session that was designed to demonstrate the great variety of available beers. Among those tasted were stouts, ales, bocks and a unique Belgian dessert beer that uses cherries in the fermenting process.

DEVELOPING QUALITY CUSTOMER SERVICE

Several speakers at this year's Show discussed ways to improve customer service and emphasized the importance of developing effective training programs and service strategies to boost return visits and increase customer counts. Here is an overview of some of the ideas presented by Bill Martin, California State Polytechnic University ("Quality Service"); Margaret Bonner, Air Force Open Mess, San Antonio, Texas ("Little Things Mean a Lot"); Denise Minchella, The Hospitality Company, Marina Del Rey, California ("To Market, To Market"); and Anthony Hopkins, Robin Hood Multifoods, Willowdale, Ontario, Canada, ("The Winning Edge . . . a Cut Above!")

☐ **Don't forget that customers are "number one."** Although it may seem like an obvious point, all speakers reiterated the importance of remembering that customers are the fuel that fires a restaurant's success.

☐ **Define quality service.** To ensure customers receive the proper "royal treatment," operators must spell out what constitutes top-quality service. As Bill Martin noted, sometimes servers assume that *procedural techniques*, such as prompt and efficient service, are what constitute good service. Although systems and procedures are important to good service, *personal techniques*, such as friendliness and attentiveness, are actually more crucial to the perception of quality service. Consequently, factors such as body language, eye contact, smiling and gracious problem solving should be clearly defined in any service training program.

☐ **Pay attention to little things.** Margaret Bonner's presentation dealt specifically with little things that mean a lot to customers. "Servers rarely forget to take an order or pick it up," said Bonner, "but they do forget the niceties of service—the things that make the difference between just serving someone and serving them *right*." Bonner explained that customers have "subconscious comfort zones" that affect how comfortable they feel in a restaurant. How well a restaurant addresses these concerns strongly affects customers' perception of the value of their dining experience and whether they will return. Some of these subconscious factors are: adequate space at and between tables; a balanced and well-ordered table with centerpieces that do not impede eye contact; menus that are easy to hold, read and understand; and noninvasive service—serving without getting too close to customers and invading their space.

The audience let go of troubles during session led by Steven Allen, Jr.

☐ **Develop a professional sales image.** Servers should also be taught to sell. "It's important that waitstaff see themselves as professional salespersons," advised Denise Minchella. "They should understand that sales is offering guests the restaurant's best, not pushing things on people." To ensure servers are knowledgeable and confident about products, Minchella suggested holding sales and service briefings so servers can taste and discuss daily specials (what makes dishes unique, what ingredients are used, etc.) and periodically review other sales tools, such

STRESS MANAGEMENT THROUGH JUGGLING

Dr. Steve Allen, Jr., physician and son of the noted comedian, demonstrated the tangible health benefits of laughter and playfulness in his Signature Series presentation at the Show. Allen invited each member of the audience to juggle three brightly colored scarves. As they giggled and laughed at the silliness of themselves and those around them, participants learned that laughter can rid their bodies of the counterproductive effects of modern-day stress.

MAKING A GOOD FIRST IMPRESSION

"First impressions are the lifeblood of your restaurant," according to Janet Elsea, president of Communications Skills, Inc., and author of *First Impression, Best Impression*.

Elsea outlined four questions that can help you determine your communicator skills: What do I look like as a communicator? How do I sound? What do I say when I speak? How well do I listen? "Answer these four questions honestly, and you'll learn a great deal about yourself and how you appear to others," said Elsea.

And if you do not like what you find out? There are six communications factors that can be changed and three that cannot. The three constant factors are gender, skin color and age. But six other variables can be refined to either augment or contradict the impressions made by physical characteristics.

- ☐ appearance (neatness, style, etc.)
- ☐ facial expressions
- ☐ eye contact
- ☐ personal space (tendency to touch)
- ☐ voice (pitch, variety, tone)
- ☐ language—which, astonishingly, accounts for only seven percent of all communication.

Janet Elsea

as body language, tone of voice and upselling ("Our crab bisque goes wonderfully with that salad, would you like to try a cup?").

☐ **Involve employees.** After you have defined what quality customer service should be in your restaurant, involve your employees. Bill Martin suggested asking staff to come up with 10 different ways to solve customer-related problems and deciding as a team which ideas to implement. "Employees may not come up with different answers than will management," said Martin, "but after working out the problems themselves, the solutions will have more meaning."

☐ **Measure results.** It's impossible to evaluate the success of any customer service program without developing some definitive way to measure the results. There are many ways to monitor a program, from measuring sales of certain products each month to tracking check averages. Denise Minchella suggested that setting goals with employees is a good way to evaluate customer service skills.

Measuring intangible factors, such as customers' perception of service and servers' attitudes, are somewhat more difficult but not impossible to track. For instance, Bill Martin discussed the advantages of setting up a customer comment card system. "It's important to invite customer feedback," said Martin. "People generally don't like to complain, and without a definitive system, you can assume that for every customer who complains, four others left your restaurant without voicing their concerns. That's information you don't want to neglect."

☐ **Reward success.** To boost employee enthusiasm, most speakers recommended setting up some type of reward system that clearly spells out the types of rewards, criteria for achievement and frequency of evaluation. Rewards can range from trips to simple buttons or plaques. "Rewards don't have to be elaborate to work," emphasized Tony Hopkins. "It's not so much the value of the reward, as the recognition and praise that go with it."

SUPERVISING SUPERVISORS

As a foodservice owner or operator, how do you motivate your management team? How do you instill in your managers the same sense of determination and enthusiasm that you feel about your business? How do you make *them* think like *you* think?

"Supervising supervisors" was the topic discussed by Kathleen McGinley, a principal with America's Shopping Channel, El Cajon, CA, at a management clinic during the Show. "Your supervisors have five basic needs," said McGinley. "They need recognition. They need appreciation. They need job security and growth opportunity. And they need to be 'in the know.'" McGinley added that the two most common complaints supervisors have about their bosses are: they don't listen, and they don't provide adequate feedback.

THAT OLD MELMAN MAGIC

The crowd is ready for Rich Melman.

There really is very little magic in what I do," said Rich Melman as he faced a packed auditorium waiting to hear the secrets of his success. Melman wasn't just being modest. What drives the success of his 38-restaurant Lettuce Entertain You Enterprises in Chicago is not magic but finely-tuned management philosophies, expertise gained through experience and common sense. Here are some principles Melman has used to build his company:

☐ **Hire the right people.** "If you demand perfection like I do, your success depends on how well you hire, train and develop employees. You can accomplish almost anything if you hire the right people."

☐ **Nurture employees.** "If you give people an opportunity to grow, to be entrepreneurial, they will stay with you.

☐ **Understand that creativity is a slow process.** "We emphasize research and authenticity as major parts of any new creative project. That combination is what makes things last. For instance, when I started Ambria (a Northern Italian eatery), I went to Europe and learned about fine food. When the critics praised Ambria, it boosted my confidence tremendously."

☐ **Prepare before opening.** "Ninety percent of a restaurant's success is determined before you open the doors. You have to make sure the concept, location, food, service, training and discipline are all as perfect as you can get before you let the first customer in. Discipline is what makes the fun work in my restaurants. If the food is not right, the fun is not going to work either. You also have to have the proper 'frosting'—the angle, decor, etc. that makes your restaurant stand apart. That is so important in today's market."

☐ **Don't let your ego get in the way.** "My seventh restaurant, Bones, was a big lesson for me. I tried to bring Houston-style barbecue out to the suburbs. It was the wrong crowd; people just didn't like the menu. You can't listen to too many people initially—you'll lose focus. But, after a certain point, you do have to listen to what people want. I learned that lesson, took some advice, and the place turned around."

Veteran television newsman Ted Koppel lambasted the media for creating a "market for mediocrity."

MICHIGAN CULINARY TEAM WINS TOP PRIZES

Gilles Renusson, executive pastry chef at the Amway Grand Plaza Hotel received the "Best Piece of the Show" award and a gold medal for his sugar sculpture at the Culinary Arts Salon. The sculpture featured a chest of woodcutting tools on a raft of logs surrounded by delicate colored flowers, all created from pulled sugar.

Renusson was a member of the Michigan Culinary Olympic Team. The team also captured the "Grand Prize" for its grand buffet entry. The other team members were Kamel Kassem, Mark Kuzma and William Wolf. This year's event drew nearly 100 accomplished chefs, apprentices and culinary students who competed in eight categories of competition, were rated on composition, presentation, originality and workmanship. The "Judges Special Award" went to Chicago's Drake Hotel for a display saluting "the chef."

Les Toques Blanches Internationale (Los Angeles, CA), won the "Most Original Piece of the Show" award for its display of a family of owls covered in chocolate. The "Best Entry for a Junior Culinarian" went to Darin Wilbur, Grand Rapids Junior College, Grand Rapids, MI.

Other gold medal winners included

- Mathew Naughton, Lago Vista Country Club, Austin, TX and Valentino Geno, Travis Pointe Country Club, Ann Arbor, MI, for their individual cold food displays
- Eric Neri, Longboat Key Club, Longboat Key, FL, and James Wynn, Chattanooga Hamilton County Convention and Trade Center, Chattanooga, TN, for their hot food plates, displayed cold
- The Drake Hotel, Chicago, IL; Lodge of Four Seasons, St. Louis, MO; and Les Toques Blanches Internationale, Los Angeles, CA, which joined the Michigan Culinary Olympic team in winning a gold medal for their grand buffets.

Darin Wilbur, a student at Grand Rapids Junior College, won best entry for a junior culinarian at the 17th annual Culinary Arts Salon.

Edward C. Aldridge, Jr., Secretary of the Air Force, spoke at the Hennessy Awards Luncheon.

AL MCGUIRE TOUCHES PEOPLE

The National Restaurant Association's Annual Membership Meeting was enlivened this year by a witty and knowledgeable guest speaker—Al McGuire, analyst for NBC network coverage of college basketball. McGuire's presentation was rambling and spontaneous, but thoroughly engaging. He was knowledgeable, candid, witty and colorful.

McGuire, who worked in his father's bar while growing up, attributes much of his success in life to developing an empathy with each person with whom he has contact. Whether this meant winning a referee's respect, convincing a top recruit to attend Marquette University when he coached basketball there, or selling an extra drink in his father's bar, the key to McGuire's success has always been his ability to "touch" people. Because restaurateurs are in a people-oriented business, he noted, they should never overlook the importance of "touching" their customers.

22 CONGRESSMEN SEE SHOW

Twenty-two members of Co gress received a hearty dose of restaurant hospitality during the Show, as the National Restaurant Association treated the lawmakers to a VIP tour of the Show floor and a taste of some of Chicago's finest dining.

Twenty-one representatives and one senator were in Chicago as part of the association's highly successful Congressional Visit Program, which gives members of Congress the opportunity to see first hand the important role the foodservice industry plays in our nation's economy.

"The magnitude of the Show was absolutely awesome," said U.S. Rep. James Inhofe (R-OK), whose comments were echoed by the other members of Congress. "You could have told us about it or shown us pictures, but we never would have fully understood the Show if we hadn't come here. It was simply overwhelming."

In addition to touring the Show, the members of Congress participated in roundtable discussions with industry executives during the association's government relations committee meeting. The executives were first briefed on labor issues by Rep. Austin Murphy (D-PA), chairman of the Labor Subcommittee on Labor Standards, who described legislation before his panel to raise the minimum wage. The group then broke into smaller groups to discuss minimum wage legislation and other issues of industry concern.

The congressmen were also treated to a special luncheon prepared by finalists in the American Culinary Classic Competition. They toured the intricate displays of the Culinary Arts Salon, and they dined with executives of various state restaurant associations.

Rep. Bill Thomas (R-CA), left, chats with Show exhibitor

TYNDALL, NELLIS AIR FORCE BASES WIN TOP HONORS

Tyndall Air Force Base in Panama City, FL, took top honors in the single unit category in the Hennessy Awards competition. Second place honors went to Clear Air Force Station in Alaska.

In the multiple unit category, last year's winner, Nellis Air Force Base in Las Vegas, again took first place. Second place honors went to Ellsworth Air Force Base in Rapid City, SD.

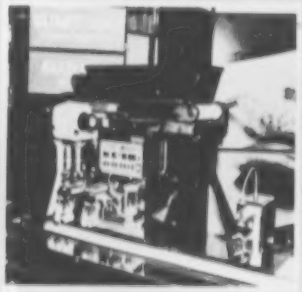
The special award for the 1987 Reserve Unit category went to the O'Hare Reserve Forces Facility, O'Hare International Airport, Chicago.

Rep. Pat Williams (D-MT), left, learns about waste control on the Show floor

Donald R. Keough, president and chief operating officer of the Coca-Cola Company, in Atlanta, received the first Ambassador of Hospitality award at the "Salute to Excellence" dinner sponsored by the association's Educational Foundation.

THE CREAM OF THE EXHIBITOR CROP

Adapting Asian specialties to the Western market were a robot sushi maker and a frozen wok for making ices.



The exhibitors on the Show floor claimed to have every product and service a restaurant or foodservice establishment could ever dream of needing. Among the thousands of offerings, there were some that stood out above the rest. Here is a sampling of the best from taste to technology.

Trends make their way to the Show floor quickly. This year the selection included drive-thru systems, a fermenting vat for microbrewing and a booth promoting Caribbean cooking.

PROMISING INNOVATIONS

- Color-corrected fluorescent lighting that approaches the warmer coloration of incandescents
- ice wok—a cold, flat-bottomed wok into which an operator pours an ice cream mix, turning and smoothing the mixture as it quickly solidifies.
- revolving sanitary plastic toilet seat covers
- individual dispensing containers that bend open for condiments, foods, health aids and household products
- humane mousetrap that works with gravity and does not smash, maim or mutilate mice
- a new pest trap that combines three pest control techniques into a single unit
- waterless, electric towel steamer

Fanciful stirrers can become a signature item said exhibitor Zoopiks.

SPECIAL SERVICES

- Census Bureau—can provide assistance in site locations and demographic studies
- farm that grows fresh herbs, baby vegetables, exotic mushrooms, edible flowers
- diet analyzers
- microbrewing systems
- new technology for drive-thru systems
- turnkey restaurant—fast food unit built and delivered
- illuminated car signs/ads
- customized, musical buttons

COST SAVERS

- A retrieval system for flatware that literally keeps the flatware from going down the drain or into the garbage
- a vacuum packaging system for bags or jars
- a ketchup saver
- a wine preservation system for vintage wines for as few as four bottles
- a reusable fuel for barbecuing, holding foods, etc.
- pre-portioned detergents, cleaners, sanitizers
- wholesale purchasing clubs
- art and frame locking hardware

More than 102,000 attendees came to this year's Show.

NOTEWORTHY TASTES

- Mineral or seltzer waters with fruit juices
- glazed Cajun catfish
- food pockets: dough wrapped around fillings
- malted donuts
- duxelles (mushroom) spread
- juice nectars
- bite-size dessert "pies"
- cryogenically frozen blue crabs—with sauces or without
- crawfish
- frozen fruit bars
- frozen marinated chicken breasts
- baklava

One-on-one presentations on every type of foodservice product and service make the Show floor the most efficient shopping trip in the industry.

Chefs from the New Zealand culinary team served their country's finest products to eager audiences.

INTERNATIONAL EXHIBITORS ARE COMING BACK

Talk to any of the international exhibitors at McNew, and they will tell you they are coming back next year. That's good news—for their products are as varied and innovative as the Show itself.

Did you notice, for example,

☐ a new Canadian clam that is deep purple or red that will soon be harvested in millions of pounds each year

☐ tomatoes from France

☐ a new odorless, reusable paste fuel from Switzerland that can be used for barbecues, holding foods or fondues?

Or perhaps you tasted Italy's Panducale cake (the Italian pavillion's best seller), tried Belgium's fruit nectars, or sampled the lamb, venison or hoki (a cod-like fish) prepared by the New Zealand culinary team? Maybe you were interested in tea lights from the Netherlands, *periogi* (Polish dumplings) from Saskatoon, wines from Portugal, liqueurs from France or turned your sights abroad for display cases, wastebaskets, coffee equipment, ceramics or quilts? If you did, you found much to choose from. The Italian pavillion, for example, had 41 listings—18 companies for olive oil alone. If you did not, you should place these exhibits on your checklist for next year. These exhibits offer great opportunities for distributors and importers.

127 companies were represented in the Italian pavilion—from olive oil and cheese makers to garden furniture manufacturers.

EFFICIENCY BOOSTERS

☆ Clam washing machine
☆ non-slip plate support rings to increase server productivity
☆ dry, clear, reuseable ice substitute
☆ a tray with safety clips to keep plates and glasses secure
☆ plastic mesh cushion liner for shelves, drawers, table pads, etc. that is soft, non-slip and machine washable
☆ injection molded polystyrene table carousel that holds nine standard portions of individual coffee creamers, saving space and clutter on tables
☆ electronic digital readout foodservice thermometers
☆ new foodservice computer software
☆ sushi making machine
☆ insulated transporters, cabinets, ice charts and chests
☆ banana puree
☆ pull-down heat lamps
☆ infrared griddle
☆ new systems for preserving fruits and vegetables
☆ wrappers for lemons/limes
☆ reservation systems

Are these blue crabs fresh or frozen? The tasters couldn't tell the new frozen product from the fresh.

UNUSUAL SELECTIONS

☆ Orange/banana juice
☆ salad bars built to match theme, ie. boats etc.
☆ chocolate dinosaurs
☆ clams with a deep purple color
☆ grandfather clock with an aquarium base
☆ customized neon clock
☆ Cajun popcorn
☆ fruit-flavored potato chips
☆ wooden figures in the shape of servers
☆ a stuffed animal that can be programmed to deliver a message

BYE, BYE ME

Hov

by Kathy Boyle

The old jingle, "The Navy gets the gravy, and the Army gets the beans," is an image that has gone the way of tin plates and C rations. Over the past several years, the U.S. Army has built a first-class culinary team that has consistently walked away with some of the top awards in culinary competitions, including the grand prize at the 1986 Culinary Arts Salon at the National Restaurant Association Show in Chicago. To find out what has inspired the culinary turn-around,* Restaurants USA *visited the U.S. Army's Quartermaster School in Fort Lee, VA.

Each of the U.S. Army's 19,000 cooks get their culinary inspiration at the U.S. Army Quartermaster School in Fort Lee, VA, 25 miles south of Richmond. Like clockwork, every week 50 to 70 new recruits begin nine weeks of cook training in a brand new facility less than one year old that offers state-of-the-art equipment.

For the first two weeks, students are introduced to the basics of nutrition. They also learn to apply basic culinary skills, to recognize cooking equipment, to practice kitchen safety and to try their hand at simple food preparation and cooking.

During the second two weeks of training, they move from small quantity to large garrison cooking. They familiarize themselves with large kitchen equipment and recipe conversion. Then, for another two weeks, they actually work and cook in the large Fort Lee dining facility, feeding the other trainees attending the school. The last three weeks of training are in the field. "Since the Army predominantly feeds in the field, they learn to work with field rations and mobile equipment for cooking outdoors," explains Maj. Neil H. Hatton, a British Army officer brought to the United States as part of an exchange program to direct the Culinary Skills Division at Fort Lee.

The final leg of training is two days of hands-on testing back at Fort Lee. After that, the recruits can be assigned a duty station where they work as cooks under supervision.

Competitions build excellence

Maj. Hatton is the first to admit that nine weeks is far too short to train raw recruits in the art of cooking. That is why 12 years ago the Army developed its own successful culinary competition to inspire excellence. Modeled after world class competitions—complete with awards—the U.S. Army Annual Culinary Competition has resulted in enormous recognition and esteem for the Army chef and has encouraged recruitment, retention and reenlistment of foodservice personnel. This year's competition, held in March, drew more than 180 U.S. Army foodservice competitors from 18 installations across the country and from Korea and Germany. And, for the first time, chefs from National Guard and Army Reserve units were invited to participate.

Basically, the competition is organized along the lines of other culinary competitions, with similar categories that allow cooks to demonstrate the special skills they have developed. In addition, the competition includes categories to demonstrate "Army" skills, such as a garrison cooking competition and a field competition.

"The Army has used its annual culinary competition as an image improvement tool," says Hatton. "The purpose of the competition is to sharpen the Army chef's cooking skills to the ultimate advantage of the soldiers who eat the meals the chefs prepare."

From their first day of training at Fort Lee, the prospective chefs pass by displays and photographs of competition winners. "By showing the young cooks they can rise to a very high standard, they are encouraged to aspire to more than three meals a day," says Barry Griffiths, British warrant officer at Fort Lee.

Enthusiasm builds in local competitions

Enthusiasm builds year-round for the U.S. Army Culinary Competition. Installations throughout the world hold their own preliminary competitions to choose their representatives to the event. These competitions are completely voluntary and are not funded with official Army funds. "This is an all-volunteer effort. To achieve this standard, many of these people sacrifice off-duty time, including weekends, to learn and practice," says Barry Griffiths.

The Army holds a series of culinary workshops for five months preceeding the Fort Lee show. These five workshops, one per month, are two weeks in length and cover the principles of competitive culinary arts. "These courses are always oversubscribed,"

Kathy Boyle is a free-lance writer in the Washington, DC, area who writes frequently for **Restaurants USA**.

SS HALL BLUES

the Army Builds a Winning Culinary Team

says Hatton, "and people bid for places to attend." The typical attendee is a hard worker who is being recognized for his or her interest in cooking.

The experience of four-time team member and this year's team captain Terry Baker (chief warrant officer, U.S. Army, Europe) is perhaps an indication of the motivation the competition inspires. Baker, a high school dropout, joined the Army in 1970 as a private. He had some experience in a quick-serve, family-style restaurant. "I wanted a secure profession, and I had heard about the opportunities cooks have in the Army," says Baker.

"From the beginning, I was given responsibilities. After four or five years, I returned to Fort Lee and saw the instructors doing more creative culinary demonstrations. I began to experiment myself, and as a young sergeant, I began to prepare for competition. I worked very hard—long hours outside the job. I suppose the reason was professional aspiration, recognition and the chance to use some skills. In the 1976 competition, I won several awards. I was inspired. Being the team captain is something I have been trying to do for a while. To influence those under you and build up their confidence is rewarding. And," notes Baker, "I've been given the opportunity to finish my education."

Prestige of Army's competition draws top-notch judges

Not only does the Army draw the best of its own to compete in the competition, the event also attracts some of the most respected chefs and foodservice executives as judges. For example, the American Culinary Federation senior judges, many of whom are former culinary gold medal winners, judge the Army competition. "By using American Culinary Federation judges, the Army keeps an up-to-date approach to feeding," notes Hatton.

Through this method of attracting top-notch judges, the Army builds a reputation and is recognized internationally for its culinary excellence. It has placed at the International Culinary Competition in Frankfurt, Germany, a prominent, prestigious event held every four years and nicknamed the "culinary olympics." In 1984, the Army Culinary Olympic Team won five gold, six silver and two bronze medals. The Army has been invited again to compete in the event in October 1988.

In addition, 12 of the show's participants are chosen to represent the U.S. Army in the annual National Restaurant Association Culinary Arts Salon held in Chicago, IL, in May. In that competition last year the Army's Culinary Arts Team claimed the Show's overall grand prize and won the top prize in the Grand Buffet category. In addition, participants demonstrate many of their skills on-site, such as carving and pastillage.

Building a team

In selecting the best to represent the U.S. Army at culinary competitions throughout the year, the Army puts together a 12-person team selected from the 180 entrants to its annual competition.

Hatton explains: "The Army builds a team, not a collection of individuals. Rank is not a criteria in team selection. Additionally, the Army wants its team to represent the entire Army, in terms of age, skill, sex and ethnic composition."

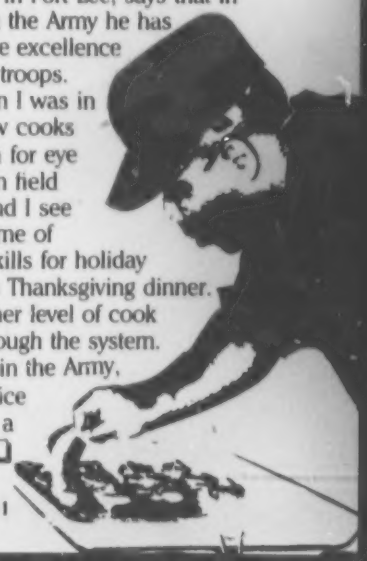
Twelve-member teams are the Army way, and the team members get acquainted with this approach from the very first day. Cooks work in kitchens designed for 12, and the typical class is limited to 12.

Also, the Army likes to compete in categories that demonstrate teamwork. "We choose the Grand Buffet category at the Culinary Arts Salon competition at the National Restaurant Association Show because that category shows teamwork," explains Griffiths. "For one week prior to the competition, we work 12-hour days getting used to working with each other. Then, we work until we are done, which could be day and night."

Obviously, this type of competition work is not for everyone, and some Fort Lee winners choose not to become involved in this type of competitive situation. "We are looking for those who are quick at picking up things and who can work well together," says Hatton. "This year, we have a very young team. We have six masters and six apprentices. Two of the masters are apprentices from the 1984 Culinary Olympic Team, but they are now serving as leaders."

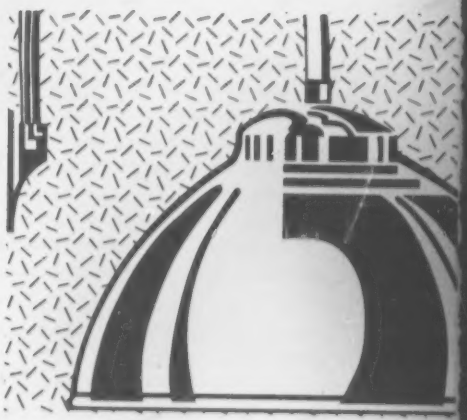
Mess food has improved

Although the stunning creations at the competition do not necessarily represent typical Army food, the quality of Army food has definitely improved, say Army cooks. Andre L. Milot, culinary administration officer, culinary skill branch of the U.S. Army Quartermaster School in Fort Lee, says that in his 18 years in the Army he has slowly seen the excellence filtering to the troops. "Recently, when I was in Germany, I saw cooks adding garnish for eye appeal, even in field maneuvers. And I see them using some of their special skills for holiday meals, such as Thanksgiving dinner. There is a higher level of cook coming up through the system. Wherever I go in the Army, I see foodservice that has come a long way." ❑



NINE TOP DESIGNERS SPEAK OUT

NEW DIRECTIONS IN RESTAURANT DESIGN



In the past 15 years, American restaurant design has become more unexpected and creative—and a lot more enjoyable for operators, designers and customers. The changes are not over. As this article suggests, new directions in restaurant design are as varied as the designers themselves.

by David Slater

The Educational Foundation of the National Restaurant Association

July-December 1987 Seminars Schedule

The Educational Foundation of the National Restaurant Association is pleased to announce its July-December 1987 line-up of educational seminars.

As you read through this listing, you will see that the schedule notes an array of other offerings that the Foundation has developed as part of our efforts to provide comprehensive education programs for the foodservice operator. National Conferences, textbooks, video training, home study, and in-house "Seminars To Go," are examples of the diversity we have undertaken recently.

Our goal for the future is to expand even further to provide you with the tools to help shape your operation into one of the more professional and efficient in the industry. We hope you will share in our growth.

Lawrence M. Fidel
Director, Education Programs

Banquet Management

focuses primarily on the administration of banquet facilities and functions, including presentation, timing, pricing, forecasting and equipment.

7/27 Baltimore, MD
8/10 St. Paul, MN
9/15 Anaheim, CA
9/17 Burlingame, CA
10/6 Vancouver, B.C., Canada
10/19 Montreal, Quebec, Canada
10/21 Moncton, New Brunswick, Canada
11/2 San Diego, CA
11/4 Sacramento, CA
11/16 Baton Rouge, LA
11/18 Atlanta, GA

Beverage Management

will help operators reach new markets, develop profitable merchandising programs, improve controls, spot consumer trends and boost wine sales. It also discusses current "Alcoholic Beverage Consciousness" and what it means in today's business environment.

7/21-22 Indianapolis, IN
8/4-5 Atlanta, GA
9/16-17 Uniondale, NY
9/30-10/1 Portland, OR
10/13-14 Denver, CO
11/9-10 Toronto, Ontario, Canada
11/17-18 Phoenix, AZ
12/8-9 Orlando, FL

Employee Motivation

instructs you how to hire motivated employees from the outset as well as how to use practical incentive programs, team building exercises and employee work groups to further motivate employees in the operation.

7/21 Louisville, KY
7/23 Rosemont, IL
9/9 Toronto, Ontario, Canada
9/28 Annapolis, MD
9/30 Lancaster, PA
10/12 Columbus, OH
10/14 Indianapolis, IN

Food Cost Management

presents a new angle from which to examine a foodservice operation and identify the factors behind "lost" money. The instructor has developed a system for use in any size restaurant that allows the operator to track actual food use, and thereby control costs. Attendees will receive all the forms and management tools needed to implement a complete food cost control program in their operation.

7/22 Portland, OR
8/5 Lincoln , NE
8/18 Trumbull, CT
9/8 Tucson, AZ
9/15 Atlantic City, NJ
10/13 Williamsburg, VA
10/14 Tysons Corner, VA

Foodservice Operators' Legal Workshop

addresses the current legal issues facing the foodservice operators in their day-to-day decisions. Topics include: liquor liabilities, wage-and-hour issues, immigrations laws, employee rights and customer safety and security.

7/20 Atlanta, GA
9/8 Tucson, AZ
9/16 Wilmington, DE
10/6 Richmond, VA
10/29 Daytona Beach, FL
11/4 Waterbury, CT
11/10 Raleigh, NC
11/16 Detroit, MI

Menus that Sell!

covers all the elements for developing a successful menu--a restaurant's number-one sales and marketing tool. From identifying poor performers and adding new money-making items to designing and laying out an effective menu, this practical program will help you take full advantage of your menu.

7/27 Sarasota, FL
9/14 Atlantic City, NJ
9/29 Honolulu, HI
10/6 Atlanta, GA
10/19 Minneapolis, MN
10/21 Madison, WI

Off-Premises Catering

offers a complete guide to the essentials of a catering business, as well as an analysis of the common pitfalls. Focus includes: analyzing the potential market, developing new business, menu development, selecting foodservice style, developing a good cost program, production and handling, on-site staff, current trends and "signature foods."

7/27-28 Boston, MA
8/11-12 Milwaukee, WI
8/25-26 Dallas, TX
9/14-15 Atlantic City, NJ
9/28-29 Toronto, Ontario, Canada
10/19-20 Dearborn, MI
11/16-17 Portland, OR
11/30-12/1 Washington, DC

Operational Analysis

is designed to provide specific, in-depth procedures for examining your restaurant business objectively and comparing that operation to the entire foodservice industry. The course covers both finance and management analysis to help restaurateurs identify the strengths, weaknesses and potential of their operation.

7/30-31 Philadelphia, PA
8/4-5 Seattle, WA
9/17-18 Boston, MA
10/7-8 Las Vegas, NV
12/3-4 Baltimore, MD

Planning and Implementing a Restaurant Marketing Strategy

focuses on the basics of restaurant marketing for increasing profit in the operation by increasing new and repeat customer trade, minimizing the risk involved with expansion as well as anticipating and resolving probiems that threaten sales, growth or profits.

9/2-3 San Francisco, CA
9/22-23 Newport, RI
11/4-5 Indianapolis, IN
12/9-10 Chicago, IL

Planning Successful Buffets

is applicable to almost any size foodservice operation, covers the basics of buffet service, with emphasis on creative menu, decor and preparation.

7/20	Madison, WI	10/5	Monterey, CA
8/11	Burlington, VT	10/6	San Francisco, CA
9/1	Ft. Worth, TX	12/7	Jacksonville, FL
9/9	Brewster, MA		

Profitability

offers all restaurant personnel with cost center accountability a blueprint for improving profits at the unit level. Profitability introduces a variety of practical and innovative operating systems, management techniques and cost control tips that can be immediately implemented in your restaurant.

9/22	Charlotte, NC	11/17	Bloomington, MN
9/23	Williamsburg, VA	12/8	Denver, CO
9/28	Orlando, FL	12/10	Atlanta, GA
11/16	Nashville, TN		

Real Estate and Restaurant Site Selection

will cover the key principles of selecting sites for foodservice operations, including market structure, customer profiles, the physical features of sites and economic/financial consideration.

8/17-18	Chicago, IL	11/30-12/1	Honolulu, HI
11/9-10	Orlando, FL	12/7-8	Seattle, WA

Restaurant Design and Facilities Planning

was developed to give foodservice executives the background necessary to understand and control their restaurant design projects and avoid costly mistakes. The focus includes: analyzing the feasibility of the project; planning space and equipment according to function and the menu; a workshop on resolving design problems; and working with architects, engineers, consultants etc. Attendees are invited to bring along plans, blueprints or other project information for individual evaluation by the instructor.

9/30-10/1	Sta. Barbara, CA	11/11-12	Reno, NV
10/21-22	Boston, MA	12/8-9	Atlantic City, NJ

Sanitary Assessment of the Foodservice Environment (S.A.F.E.)

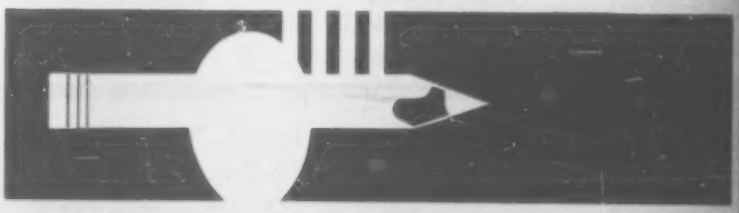
teaches ways to make your self-inspection system more meaningful and reliable by applying the theories of Hazard Analysis and Critical Control Points throughout the preparation process. S.A.F.E. covers the scope of foodborne diseases by showing why "traditional" inspections do not address the major causative factors of foodborne illness.

7/27	San Francisco, CA	10/5	Dallas, TX
7/28	Anaheim, CA	10/20	Portsmouth, NH
8/17	Pittsburgh, PA	11/9	Denver, CO

Wine and the Bottom Line

provides the information necessary to give attendees a complete understanding of the wines they wish to sell. It includes innovative merchandising strategies, training staff to sell wines and wine-pricing systems.

8/13	Scottsdale, AZ	12/1	Providence, RI
8/25	Bethesda, MD	12/3	Raleigh, NC



FOOD PRODUCTION COURSES

Perfecting Your Culinary Skills

combines lecture with demonstration to instruct attendees in cooking techniques that improve their food quality while lowering costs. The fundamentals of cooking discussed include: methods of preparing meats; utilization of leftovers; vegetable cookery; potatoes, rice and pasta; and deep fat frying. Recommended as an introduction for kitchen assistants, line cooks and chefs.

8/10	Boston, MA	11/4	Pittsburgh, PA
9/15	Atlantic City, NJ	11/11	Newport Beach, CA
10/19	Cromwell, CT	11/13	Burlingame, CA

Simplified Baking Workshop

illustrates how easily baking can be integrated into the kitchen operation using frozen dough products. Through demonstration, the chef will show attendees how to create signature baked goods with little effort and no special equipment. This program is recommended for product development managers and menu planners as well as bakers and kitchen managers.

7/29	Grand Rapids, MI	8/26	Seattle, WA
8/24	Portland, OR	9/16	Greenbelt, MD

Soups and Sauces

focuses on items that are inexpensive and easily prepared, yet are distinctive and profitable menu additions. Instruction provides the techniques and principles upon which all soups and sauces are based.

8/3	Cincinnati, OH	10/26	Newark, NJ
8/5	Charlotte, NC	10/27	Burlington, VT

Dining Room Management

focuses on the many aspects of front-of-the-house management, including building basic management skills, getting the most from employees and handling problems on the floor. This course is appropriate for all levels--owner/operators, dining room manager/supervisors, waiters and waitresses.

7/20	Columbus, OH	11/2	Newark, NJ
7/21	Cleveland, OH	11/3	Cherry Hill, NJ
8/13	Annapolis, MD	11/10	Austin, TX
9/9	Mystic, CT	11/12	Dedham, MA
9/14	Baltimore, MD	11/18	Tampa, FL
9/21	Colorado Springs, CO	11/19	Milwaukee, WI
9/23	Albuquerque, NM	12/7	Aspen, CO
10/26	Pawtucket, RI		

Increasing Sales: Effective Front-of-the-House Management

attendees will be able to analyze and assess their present service style in relation to current service trends. Specific opportunities and methods for improving sales in the dining room will be addressed. Attendees will examine the sequence of service, merchandising techniques, sales incentives, motivation and more.

8/24	New Orleans, LA	10/12	Portland, OR
8/26	Kansas City, MO	10/26	Louisville, KY
9/21	Grand Rapids, MI	11/10	Baltimore, MD
9/23	Milwaukee, WI	11/11	Philadelphia, PA

Kitchen Management

is a comprehensive program on the basics of food production & preparation and includes money-saving techniques for improving efficiency and productivity. The focus includes:

7/20	Woburn, MA	10/26	Toronto, Ontario, Canada
7/21	Newark, NJ	10/28	Harrisburg, PA
7/28	Austin, TX	11/9	Virginia Beach, VA
8/10	Rochester, NY	11/11	Wichita, KS
8/20	Oklahoma City, OK	12/1	Grand Rapids, MI
8/24	Orlando, FL	12/2	Bloomington, MN
9/10	Covington, KY	12/7	Santa Monica, CA
9/14	Eugene, OR	12/8	Long Beach, CA
9/28	Columbia, SC		

Tools for Training

will help you build a solid employee training program. The techniques presented in this seminar have been thoroughly tested in the dynamics of the foodservice environment. The program focuses on the why's and how-to's of training.

9/9	Des Moines, IA	10/27	Springfield, MA
9/10	Rosemont, IL	10/28	Syracuse, NY
9/21	Minneapolis, MN	11/10	Birmingham, AL
9/22	Indianapolis, IN		

BY STATE

Alabama

11/10	Birmingham	Tools for Training

Arizona

8/13	Scottsdale	Wine and the Bottom Line
9/8	Tucson	Food Cost Management
9/8	Tucson	Foodservice Operators' Legal Workshop
11/17-11/18	Phoenix	Beverage Management

California

7/27	San Francisco	S.A.F.E.
7/28	Anaheim	S.A.F.E.
9/2-9/3	San Francisco	Restaurant Marketing Strategy
9/15	Anaheim	Banquet Management
9/17	Burlingame	Banquet Management
9/30-10/1	Santa Barbara	Restaurant Design Facilities Planning
10/5	Monterey	Planning Successful Buffets
10/6	San Francisco	Planning Successful Buffets
11/2	San Diego	Banquet Management
11/4	Sacramento	Banquet Management
11/11	Newport Beach	Perfecting Your Culinary Skills
11/13	Burlingame	Perfecting Your Culinary Skills
12/7	Santa Monica	Kitchen Management
12/8	Long Beach	Kitchen Management

Canada

9/9	Toronto, Ontario	Employee Motivation
9/28-9/29	Toronto, Ontario	Off Premises Catering
10/6	Vancouver, B.C.	Banquet Management
10/19	Montreal, Quebec	Banquet Management
10/21	Moncton New Brunswick	Banquet Management
10/26	Toronto, Ontario	Kitchen Management
11/9-10	Toronto, Ontario	Beverage Management

Colorado

9/21	Colorado Springs	Dining Room Management
10/13-10/14	Denver	Beverage Management
11/9	Denver	S.A.F.E.
12/7	Aspen	Dining Room Management
12/8	Denver	Profitability Workshop

Connecticut

8/18	Trumbull	Food Cost Management
9/9	Mystic	Dining Room Management
10/19	Cromwell	Perfecting Your Culinary Skills
11/4	Waterbury	Foodservice Operators' Legal Workshop

Delaware

9/16	Wilmington	Foodservice Operators' Legal Workshop

District of Columbia

11/30-12/1	Washington	Off Premises Catering

Florida

7/27	Sarasota	Menus that Sell!
8/24	Orlando	Kitchen Management
9/28	Orlando	Profitability Workshop
10/29	Daytona Beach	Foodservice Operators' Legal Workshop
11/9-11/10	Orlando	Real Estate and Site Selection
11/18	Tampa	Dining Room Management
12/7	Jacksonville	Planning Successful Buffets
12/8-12/9	Orlando	Beverage Management

Georgia

7/20	Atlanta	Foodservice Operators' Legal Workshop
8/4-8/5	Atlanta	Beverage Management
10/6	Atlanta	Menus that Sell!
11/18	Atlanta	Banquet Management
12/10	Atlanta	Profitability Workshop

Hawaii

9/29	Honolulu	Menus that Sell!
11/30-12/1	Honolulu	Real Estate and Site Selection

Illinois

7/23	Rosemont	Employee Motivation
8/17-8/18	Chicago	Real Estate and Site Selection
9/10	Rosemont	Tools for Training
12/9-12/10	Chicago	Restaurant Marketing Strategy

Indiana

7/21-7/22	Indianapolis	Beverage Management
9/22	Indianapolis	Tools for Training
10/14	Indianapolis	Employee Motivation
11/4-11/5	Indianapolis	Restaurant Marketing Strategy

Iowa

9/9	Des Moines	Tools for Training

Kansas

11/11	Wichita	Kitchen Management

Kentucky

7/21	Louisville	Employee Motivation
9/10	Covington	Kitchen Management
10/26	Louisville	Increasing Sales

Louisiana

8/24	New Orleans	Increasing Sales
11/16	Baton Rouge	Banquet Management

Maryland

7/27	Baltimore	Banquet Management
8/13	Annapolis	Dining Room Management
8/25	Bethesda	Wine and the Bottom Line
9/14	Baltimore	Dining Room Management
9/16	Greenbelt	Simplified Baking Workshop
9/28	Annapolis	Employee Motivation
11/10	Baltimore	Increasing Sales
12/3-12/4	Baltimore	Operational Analysis

Massachusetts

7/20	Woburn	Kitchen Management
7/27-7/28	Boston	Off Premises Catering
8/10	Boston	Perfecting Your Culinary Skills
9/9	Brewster	Planning Successful Buffets
9/17-9/18	Boston	Operational Analysis
10/21-10/22	Boston	Restaurant Design and Facilities Planning
10/27	Springfield	Tools for Training
11/12	Dedham	Dining Room Management

Michigan

7/29	Grand Rapids	Simplified Baking Workshop
9/21	Grand Rapids	Increasing Sales
10/19-10/20	Dearborn	Off Premises Catering
11/16	Detroit	Foodservice Operators' Legal Workshop
12/1	Grand Rapids	Kitchen Management

Minnesota

8/10	St. Paul	Banquet Management
9/21	Minneapolis	Tools for Training
10/19	Minneapolis	Menus that Sell!
11/17	Bloomington	Profitability Workshop
12/2	Bloomington	Kitchen Management

Missouri

8/26	Kansas City	Increasing Sales

Nebraska

8/5	Lincoln	Food Cost Management

Nevada

10/7-10/8	Las Vegas	Operational Analysis
11/11-11/12	Reno	Restaurant Design and Facilities Planning

New Hampshire

10/20	Portsmouth	S.A.F.E.

New Jersey

7/21	Newark	Kitchen Management
9/14	Atlantic City	Menus that Sell!
9/14	Atlantic City	Stress and Foodservice
9/14-9/15	Atlantic City	Off Premises Catering
9/15	Atlantic City	Food Cost Management
9/15	Atlantic City	Perfecting Your Culinary Skills
10/26	Newark	Soups and Sauces
11/2	Newark	Dining Room Management
11/3	Cherry Hill	Dining Room Management
12/8-12/9	Atlantic City	Restaurant Design and Facilities Planning

New Mexico

9/23	Albuquerque	Dining Room Management

New York

8/10	Rochester	Kitchen Management
9/16-9/17	Uniondale	Beverage Management
10/28	Syracuse	Tools for Training

North Carolina

8/5	Charlotte	Soups and Sauces
9/22	Charlotte	Profitability Workshop
11/10	Raleigh	Foodservice Operators' Legal Workshop
12/3	Raleigh	Wine and the Bottom Line

Ohio

7/20	Columbus	Dining Room Management
7/21	Cleveland	Dining Room Management
8/3	Cincinnati	Soups and Sauces
10/12	Columbus	Employee Motivation

Oklahoma

8/20	Oklahoma City	Kitchen Management

Oregon

7/22	Portland	Food Cost Management

8/24	Portland	Simplified Baking Workshop
9/14	Eugene	Kitchen Management
9/30-10/1	Portland	Beverage Management
10/12	Portland	Increasing Sales
11/16-11/17	Portland	Off Premises Catering

Pennsylvania

7/30-7/31	Philadelphia	Operational Analysis
8/17	Pittsburgh	S.A.F.E.
9/30	Lancaster	Employee Motivation
10/28	Harrisburg	Kitchen Management
11/4	Pittsburgh	Perfecting Your Culinary Skills
11/11	Philadelphia	Increasing Sales

Rhode Island

9/22-9/23	Newport	Restaurant Marketing Strategy
10/26	Pawtucket	Dining Room Management
12/1	Providence	Wine and the Bottom Line

South Carolina

9/28	Columbia	Kitchen Management

Tennessee

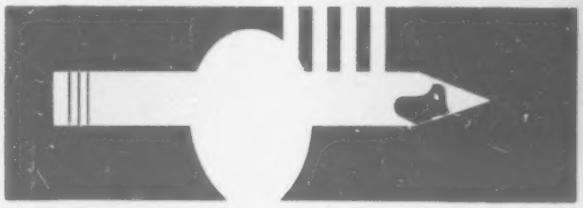
11/16	Nashville	Profitability Workshop

Texas

7/28	Austin	Kitchen Management
8/25-8/26	Dallas	Off Premises Catering
9/1	Ft. Worth	Planning Successful Buffets
10/5	Dallas	S.A.F.E.
11/10	Austin	Dining Room Management
12/1	San Antonio	Tools for Training
12/2	Houston	Tools for Training

Vermont

8/11	Burlington	Planning Successful Buffets
10/27	Burlington	Soups and Sauces



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10/6	Richmond	Foodservice Operators' Legal Workshop
10/13	Williamsburg	Food Cost Management
10/14	Tysons Corner	Food Cost Management
11/9	Virginia Beach	Kitchen Management

Washington

8/4-8/5	Seattle	Operational Analysis
8/26	Seattle	Simplified Baking Workshop
12/7-12/8	Seattle	Real Estate and Site Selection

Wisconsin

7/20	Madison	Planning Successful Buffets
8/11-8/12	Milwaukee	Off Premises Catering
9/23	Milwaukee	Increasing Sales
10/21	Madison	Menus that Sell!
11/19	Milwaukee	Dining Room Management

What is the Educational Foundation?

Formerly the Education Programs Department of the National Restaurant Association and the National Institute for the Foodservice Industry (NIFI), the Educational Foundation was created to advance professional standards of foodservice/hospitality management through education. It is a not-for-profit foundation governed by a volunteer board of trustees. Its leadership and support come from all segments of the industry, including operators, manufacturers, distributors and educators.

The Educational Foundation is the foodservice/hospitality industry's leading national educational resource and support organization. Its mission is to:

- Provide industry-relevant seminars, educational materials and aids for use by educational institutions, operating organizations and individuals.
- Upgrade professionalism throughout the industry through conducting seminars, conferences and workshops.
- Administer financial aid and work-study grant programs.
- Work to enhance the image of the industry in a manner that will attract and retain employees at all levels and in all segments of the industry.
- Undertake research designed to advance the industry in meeting its human resource needs.

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National Conference on Hotel Food & Beverage Management
8/16-19 Las Vegas, NV

Educational Foundation Wine Workshop
9/12-24 Burgundy Region of France

Independent Foodservice Operators National Conference (INFO '88)
1/24-26/1988 Miami, FL

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Continuing education credit - The International Food Service Executives Association (IFSEA), the Dietary Managers Association (DMA), and the American Culinary Federation (ACF) have approved our courses for continuing credit.

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If a picture is worth a thousand words, then each of the Foundation's training videos is worth an entire shelf of books. Video Training provides staff-training, immediate employee orientation, basic skills training, consistent training in high turnover jobs, and retraining as necessary.

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- **Waitstaff Training** - This four-tape series covers Service (two tapes), Suggestive Selling, and Teamwork.
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For more information about Video Training, contact Ed O'Hare in the Education Programs Department at 800/424-5156 or 202/638-6100.

In-House Programs

If you are a small to mid-sized, multiunit operator of restaurants, hotels or fast food outlets, the Foundation's in-house seminar presentations are ideal for you. "Seminars to Go" is an economical and practical way to motivate your staff by showing you are concerned about their professional growth, not to mention the direct benefits your organization will derive from maintaining a well-trained staff. For more information on "Seminar to Go" or on presentations at your conference or conventions, write or call Frank Doyle in the Education Programs Department at 800/424-5156 or 202/638-6100.

"People are seeking depth in their dining experiences."

—Bill Aumiller, president, Aumiller Youngquist P.C., Chicago, IL

"People are more consciously seeking depth in their dining experiences. People are interested in high-quality food and high-quality design," says Aumiller, whose firm has designed Ed Debevic's, Cafe Ba-Ba-Reeba! and the recently-opened Scoozi for Lettuce Entertain You Enterprises. And this depth results more from a well-conceived and developed concept than from expensive foods and materials.

According to Aumiller, inexpensive food "has been given a bad rap." He believes there is a large market for what he calls "adult fast food:" inexpensive food made special by a unique atmosphere. "The more depth you can give to people's total dining experience," says Aumiller, "the more they'll keep coming back."

How does a designer achieve this "depth?" As an example of a thoroughly thought-out concept, Aumiller cites the 50s-style diner, Ed Debevic's. The diner's creators gave the project depth by making sure it brought to life the fictional character, Ed Debevic, as the type of guy who would want to run a 50s diner. "We constantly asked ourselves," says Aumiller, " 'Is this the way Ed would do it? Is this right for Ed?' " As a result, Ed's personality pervades the restaurant from messages on the menu to bowling trophies to signs welcoming him back from the Korean war. The painstakingly constructed atmosphere has an authenticity that separates the restaurant from its imitators.

Because Aumiller believes the food concept and the design must complement one another, his designs usually take their lead from the menu. For example, he designs a grazing restaurant, such as Scoozi or Cafe Ba-Ba-Reeba!, with large communal areas where conversations reverberate, encouraging group participation and more lively eating.

Another aspect of a thoroughly conceived design, says Aumiller, is a sensitivity to the needs of a wide range of people. As an example, he cites the increased attention being paid to single diners of all ages. "I think you'll see dining counters become a big part of people's design concepts," he says. "These counters address a segment that, with the exception of coffee shops, hasn't been addressed before." At a counter, diners get a bit of anonymity, but at the same time can feel included and take part in what is going on around them.

"Prefabricated items save time, disruption."

—Gary Turner, principal, G.B. Decorative Design Co., Alexandria, VA

Turner, whose firm has designed a series of restaurants in the Washington, DC/Baltimore, MD, area, and recently has become involved in renovations, notes that his rehab projects pose an interesting dilemma. "When doing renovations on an established restaurant," he says, "you don't have the downtime that you have with a new restaurant. There's a lot of demand now to do renovations while keeping the restaurant open, which means you have to satisfy the customers, the client and the health department."

Working on restaurants that are remaining open has made Turner realize the need for prefabricated items. These items not only save time, but also reduce the need for skilled help, which is often hard to find.

Prefab does not mean jerry-built, however. The item may be a stained glass window built in a studio, an ornate wooden bar customized in a warehouse or tabletops milled and manufactured in a cabinetmaker's shop. "The point is," says Turner, "the necessary items are constructed outside the restaurant and then assembled or put in place in one quick maneuver that disrupts customer traffic as little as possible." To satisfy his clients, Turner is constantly searching for new materials that will withstand a restaurant's daily wear.

In general, says the designer, he is finding the market for prefab items to be improving, but the search requires a lot of footwork instead of flipping through catalogues. "I've been finding a lot more items," he says, "that can be dropped in, screwed on and wallpapered over."

By treating renovations as if they were a show for the customer, Turner has found that business does not have to drop off during construction. In fact, at one restaurant in Washington, DC, business actually increased during renovations. "Customers like to watch work going on," he says. And, he jokes, "They offer lots of suggestions, too."

"I want these restaurants to have an implicit, or sometimes overt, reference to tension, risk or imbalance."

—Thom Mayne, principal, Morphosis, Los Angeles, CA

Thom Mayne and Michael Rotondi, the principals of Morphosis, are young architects who have been influenced by avant-garde designers, such as California's Frank Gehry. The restaurants they have designed, including Angeli (Hollywood, CA) and 72 Market (Venice, CA), have

David Slater is a communications specialist at the National Restaurant Association.

been heralded as bold, fresh and dynamic. Mayne and Rotondi use rough, natural materials—concrete, stone, wood and different types of metals—but aim to contribute something even more lasting than the physical structures they create. "In all of our work," says Mayne, "we are interested in communicating values."

As architects, Mayne says, "We are speaking through the buildings. Our means of communication is a visual one." What sort of message does Morphosis want to communicate? "I want these restaurants to have an implicit, or sometimes overt, reference to tension, risk or imbalance," says Mayne. "These are aspects that are major ingredients of life, so anyone should be able to understand them."

Perceptive visitors to Morphosis-designed restaurants should pick up on messages that Mayne and Rotondi have built into the structure. These messages are subliminal, adds Mayne, because a restaurant should not be a "one-shot deal" but a "day-to-day place." At Angeli, an 850-square-foot pizzeria/cafe, the architect's linear layout invites comparison to a chapel with wall niches for sculpture and a stylized candelabra, but in place of an altar there is a pizza oven, and the atmosphere is lively and boisterous.

"Commissioned art raises the customer's level of stimulation."

—Libby McClintock, MGS Architects, New York, NY

"We are very concerned with commissioning art in restaurants," says McClintock, who designed such restaurants as New York City's America and the recently opened Cafe Greco, which are often characterized by their striking murals, paintings, columns and sculptures. Her firm uses commissioned art to "raise the customer's level of stimulation," and, more recently, to relate the food concept to the design through the use of subtle artistic clues.

McClintock enjoys "mystifying" spaces in her restaurants by twisting angles and making things float. Then she adds artwork—"a rich variety of visual elements"—that is aimed at exhilarating the customer by making the subconscious work hard to understand the space. "The customers are made more alert and observant," says McClintock. "They are turned on, which sharpens their faculties and allows them to taste their food more."

To achieve the high level of stimulation, McClintock combines various artistic elements—some obvious and others subtle, but all equally necessary to create a meaningful and varied whole. She will use an austere, intellectual mural, for example, to balance a more accessible, picturesque piece and then add other elements. such as sculpture and wooden columns. "Only when all elements are in place," says the designer, "is the space made whole."

As McClintock's experience with commissioned art in restaurants has broadened over the years, she has come to realize that the designer's relationship to the artist parallels the owner's relationship to the designer. "When we started out we thought the best client to work for was mute," she says. "Now, we want an intelligent client who speaks loudly and clearly."

Similarly, she has realized that the artists she commissions are most effective when they are "nudged, directed and nurtured." According to McClintock, "It's a delicate line between directing them and giving them as much free rein as possible."

What McClintock has found most striking about the artists and craftsmen, however, is their affordability. At many restaurants, she says, "the highest quality, most visible features are the murals, paintings and sculpture. Yet they are almost always very reasonably priced."

The murals at America, for example, which are such a vital element of the design package, cost only $18,000 (of the $1.25 million that was spent on design and construction). "That's a small amount," says McClintock, "when you consider the impact they make."

"The new trend is toward designs that complement the food."

—Sam Lopata, New York, NY

Lopata, a high-profile New York designer, argues that for several years American restaurants were becoming "over-designed." "We were using design," he says, "instead of food to attract customers to restaurants. Now we have come to the end of that cycle."

With the recent emergence of talented American chefs, Lopata recognizes a rise in the quality of restaurant food. "More attention is now being paid to food," he says, "and less money is being spent on design. This is good because a restaurant's main function is to serve food, not design."

Lopata predicts that as restaurant design becomes more of a backdrop for the food; smaller, more intimate settings will prevail. The back of the house, therefore, will become important to designers, who will have to know the final menu before they can determine what space and equipment is necessary in the kitchen.

Although Lopata is capable of un-

"More attention to design equals a greater awareness of the customer."

—Regina Baraban, author, New York, NY

Baraban, who was the founding editor of *Restaurant and Hotel Design Magazine* and is now co-authoring a book, *Successful Restaurant Design*, is quick to point out that a restaurant's design "is all tied into the type of restaurant and how long the restaurant is intended to last."

Many restaurants in New York,

derstated, subtle designs, such as his celebrated face-lift for New York's famed Lutece, he is more well known for his sense of whimsy and adventure. From enlarged cutouts of cartoon characters at Extra! Extra! in Manhattan, to the clock encircled by a spinning salmon at New York City's Lox Around the Clock, Lopata's distinctive handiwork usually succeeds at setting a light and enjoyable tone, creating, as he puts it, "a little smile for the public."

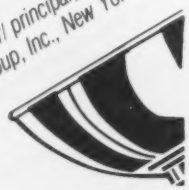
Even though design is becoming more of a complement to the food, Lopata maintains that he will continue to bring controversy to his work. "My clients," says the Frenchman, "are operators who want something unique." As an example, he cites one of his current customers, who has a chain of coffee shops in Japanese department stores. "They have an image problem," says Lopata, "so we are going to give them something distinctive and whimsical."

"Design can be boring if it's taken too seriously," Lopata explains. "There should be a little whim and fun involved. Nothing is better than to walk into one of the restaurants I've worked on and to see people smiling and having fun."

Are there any other advantages to his controversial designs? "Controversy sells," he says. "If a design gets the press and public interested, that's good for business. It's good for the operator, and it's good for me."

"A bit of punk, a bit of diner aesthetic, a bit of post-modern... the new trend is a combination of the fads of the last few years."

—Brad Elias, design director/ principal, Hochheiser-Elias Design Group, Inc., New York, NY



Elias, who has designed hotels, a casino and a discoteque, as well as many celebrated restaurants, recognizes a new formula for today's popular, trendy restaurant. He calls this new trend, which combines several styles, "The New American Bistro."

A change of materials is one noticeable aspect of this trend. According to Elias, the New American Bistro relies on a signature combination of elements that have been borrowed from different sources, such as the brighter colors—reds, electric blues, bright turquoises and yellows—from the 50s; the diner's slick, chrome surfaces and neon; and post-modern non-structural elements, such as columns, colored enamel pipe rails and glass block. But, adds Elias, the new formula is looser and more unexpected than the Victorian formula that preceded it, and, he points out, it is consequently a lot more fun for the designer.

Elias views these design changes as a reaction to changing culinary tastes as well as a response to experiments in design and architecture that have happened over the last few years. Designs are freer, more eclectic and unexpected. "These design changes are going along with menu changes, but they aren't a response to the menus," says Elias. "Food has become more of an entertainment device in the last few years, and design has had to keep right up with it."

for example, are meant to be "right-up-to-the-moment fashion statements." That is why, she points out, many exhibit a high degree of whimsy, humor and inventiveness and use primary colors as accents.

At other restaurants, where there is more concentration on the food and the chef, the colors are more neutral. The design is a showcase for the food, as is demonstrated by open kitchens and rotisseries. Although noise is still an important factor, Baraban sees operators cutting back on reverberation with acoustic treatments, elevated dining areas or divisions between bars and dining rooms.

Baraban is excited about the growing group of restaurants, many of them small neighborhood eateries, that are extending their design ideas throughout the restaurant—to their tabletops, for example, and often into their restrooms. One restaurant that is paying more attention to its tabletops is Caiobella, a new Italian cafe in Manhattan. "Their black and white butter dish has a red slash that echoes the restaurant's design theme," says Baraban. "This shows an awareness for the customer that is a pleasure to see."

In general, says Baraban, there is much more sophistication and creativity in the design field today than there was in the 1970s. As restaurants and designers have become more competitive, "designers learned to ask the right questions of the operators." The result? "Restaurant interiors are starting trends in the design world," Baraban says. "And that's something rare."

"Good design has a sense of time and place to it."

—Stanley Felderman, president, Leason Pomeroy/Felderman Associates, Los Angeles, CA

Felderman, who is known for his imagery-rich, inventive designs, such as the award-winning Max au Triangle in Los Angeles, CA, believes that "when clients say they don't want something that will be dated, they are really saying they want something bland and 'Milquetoast.' Of course, my motivation isn't to design

something that is dated," he adds. "But I won't do a real neutral design. Being dated, like a 1957 Chevy, is a positive thing."

But the natural aging process is more desirable than "trying to create a place that is instant history." Felderman is happiest when he is asked to create a new and distinct image. "Then," he says, "you have the potential to create something that will leave a mark."

A high-quality, innovative restaurant design, like any other ground-breaking work of art, usually goes through phases of acceptance, explains the designer. In its initial phase, the design appears to be new and provocative, and its influence begins to filter into the work of other designers. Then comes a middle period, where the design no longer is considered to be something new. Sometimes during this period the design falls into disfavor. Finally, says Felderman, the design reaches a stage in which it conveys a sense of nostalgia to the public.

An example of such a design? "White Castle restaurants," says Felderman. "They are dated, but they are benchmarked. Each restaurant looks like it belongs where it is. The place feels more homey, which creates a clientele that's regular."

"Environmental psychology is the basis of profitable design."

—Robert DiLeonardo, president, DiLeonardo International, Inc., Warwick, RI

DiLeonardo's successful designs, which include many award-winning restaurants and hotels, result from an interesting combination of design skill and science. The Rhode Island-based designer believes that the more you know about a targeted guest, the more successful you can be in satisfying that guest's needs. To reduce the element of risk inherent in original designs, DiLeonardo includes an environmental psychologist on his 40-member staff to unravel the complexities of the marketplace and to scientifically determine an appropriate visual identity.

The environmental psychologist's job, he explains, is to study why people feel the way they do about a certain space—what they react to and why this knowledge can be integrated into a design that encourages guests to have fun, spend money and return.

Just as with other social sciences, data is based on experiment and observation. Research often includes visiting sites, leading focus groups, conducting customer surveys and telephone interviews with randomly selected households, holding staff interviews (in the case of an existing facility) and visiting potential competitors.

More specifically, the environmental psychologist first profiles the basics of the target market, such as age, income and group size. Then, he analyzes the "psychographics" of the market, which include people's expectations, motivations and perceptions of a place.

Once DiLeonardo's firm is armed with the data, they then can design for the specific market. "The result," DiLeonardo says, "is a visual identity or personality to which guests respond in the manner desired."

For example, DiLeonardo International recently completed the design of a Ramada property in the Washington, DC, suburb of Oxon Hill, MD. Demographics found a multi-cultural, well-traveled market with a common interest in happenings in the nation's capital. DiLeonardo translated these findings into a sophisticated design that is an elegant departure from the earlier Ramada image of a moderately priced, franchise operation.

The public areas have a Mediterranean flavor and the emphasis is on natural light, wrought iron and pastel pinks and greys. "We wanted to make the lobby spacious and to use a wide placement of tables in the restaurant. Our job was to create a feeling of formality that would allow the guests to remain aloof," explains DiLeonardo.

"Public tastes and tendencies affect design."

—Spiros Zakas, principal, Zakaspace, New York, NY, and Chicago, IL

Zakas, who has designed a variety of creative restaurants from coast to coast, is known as a designer whose designs "work." He considers it important to recognize that public tastes and tendencies affect design. For example, he says there are two reasons why restaurants are becoming brighter, noisier and more open. First, customers are more interested in lighter, healthier food. Second, patrons are dining out more often and are attracted to restaurants that provide a theatrical experience.

"Noise and light levels are creeping up," says Zakas. "And rotisseries and open kitchens are growing in popularity all over the country." In addition, "although we used to hide serving stations, now we are exposing them." Bread-cutting stations and fresh fruit displays, says the designer, "let customers see that things are fresh."

Another trend Zakas has noticed is one he calls "high perceived value in food." Because customers are interested in value, operators are playing down the look of a place to make it appear less expensive than it really is.

Zakas has also noticed that more operators are planning for takeout right from the start in the design phase by setting aside areas for deli cases or little bakeries and gourmet stores. "There are a lot of working people who don't want to come home and cook, but who want quality food," says Zakas. "The restaurateur can do a better job at getting them this food than the grocer." Situating these takeout areas away from normal traffic routes, says Zakas, "is the designer's major task." ❑

Viewpoint

Shorter, Smaller WINE LISTS

Make More Dollars and Sense

by Ronn R. Wiegand

In an effort to introduce more American diners to the pleasures of wine, a growing number of American restaurateurs have begun offering their customers wine lists that are more flexible and less formidable in size and scope than those of a decade ago.

Large, imposing wine lists and a "name-the-wine-we've-got-it" posture are being abandoned by restaurants in all but the most wine-oriented segment of the industry. Simply put, wine lists are getting shorter and becoming more user-friendly. Restaurateurs have realized that weighty, extensive wine lists intimidate customers by the sheer number of available choices. Rather, they are offering a few select—and more exemplary—wines.

Customers are willing to experiment

Until recently, restaurateurs were under the impression that they had to have specific wines, such as red Bordeaux, on their wine lists for the list to be considered good or well rounded. (In the same way, restaurateurs once felt compelled to offer patrons prime rib on their menus.)

But with the boom in fine wine production around the world, American tastes have broadened. Bordeaux-styled wines, for example, are being produced from New York to Washington state and from Italy to Australia. And, although fine Pinot Noirs continue to be available from Burgundy, remarkable examples of the varietal have recently sprung up in Oregon and California. Customers are willing to try new or different wines and to trust a restaurateur's tastes or recommendations to a greater degree than before.

A large wine list can work against you

Restaurateurs are realizing that having more wines on the list does not really mean a better list (in precisely the same way that an extensive menu does not ensure gourmet cuisine).

Indeed, in all but a few restaurants that wish to make a specific "wine statement" to attract diners, a large wine list actually can work against the operation: Customers can become intimidated by lengthy lists; the laborious selection process slows down the service and turnover; service personnel, unless exceptionally well trained, resist selling wine or embarrass the restaurant by their ignorance. And, of course, long wine lists require a tremendous amount of time and capital to maintain properly.

There is also the very obvious problem of having sufficient par stocks on hand during peak business hours: Larger lists require dramatically more ready-space, particularly refrigeration. What if a large party wants to drink more than two or three bottles of a wine that requires chilling? What if there is a run on a particular wine? Is there a sufficient number of bottles on hand to satisfy urgent VIP requests or demanding, free-spending customers? And what about out-of-stock situations? Large lists are extremely difficult to keep up to date, which can be very frustrating to both staff and customers.

A case in point: Nine friends of mine recently went out on the town to celebrate a special occasion. They decided to have dinner at a well-known restaurant which boasts an enormous wine list of more than 1,000 wines. On paper, the list was very impressive. Yet, when it came down to ordering, their wine experience was a disaster: Three of the four Chardonnays they ordered were out of stock (with no indication of this on the wine list), and only two bottles of the fourth wine were available. A similar scenario followed for the other wines they ordered throughout the meal. How pleased or impressed do you think they were with the size of that restaurant's wine list?

Wines by the glass affect inventory

Offering wines by the glass has also affected the size of wine lists. It seems that people like the idea and convenience of being able to try a glass of wine instead of being forced to purchase a bottle, especially if it is something they have not tasted before.

Generally speaking, the more wines an operation serves by the glass, the shorter the wine list can—but doesn't necessarily have to—be. The reason for this is straightforward: If the wines by the glass are good (and they should be if you want repeat business), then customers may not make it to the wine list very often. Except for operations which are "wine destinations," restaurants that pour a good selection (eight or more) of quality wines by the glass, rotated every week or two, need not have a wine list of more than 50 selections.

The wine list format has changed, too

It is not uncommon today for the wine list to be included on the menu or presented as a card, booklet or table-tent or written on a chalkboard. The rationale, of course, is that by removing the "serious" appearance of the list, wine will become more accessible, less threatening and more enjoyable to customers—all of which, in theory at least, will contribute to more satisfied customers, higher check averages, increased customer counts and greater profits.

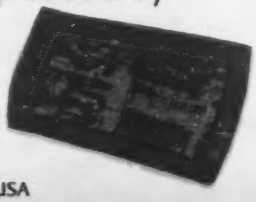
To my mind, this rationale is right on target, particularly in medium-priced foodservice operations that wish to capitalize on the splendid, long-term profit opportunities of wine. ❑

Ronn R. Wiegand, one of only seven Master Sommeliers in the United States, is a partner in Wiegand and Boblitt, a restaurant wine consulting firm in Napa, California, which specializes in wine list compilation and management. Wiegand helped give the Master Sommelier exam at the Monterey Wine Festival last March, the first American to be so honored. He also returned to Chicago this year as a judge in the association's Wine Classic. This article is condensed from a presentation he made at the National Restaurant Association Show in May.

by Jenifer Harvey Lang

HANDPICKING THE RIGHT OLIVE OIL

A splash of olive oil can bring a dish to life, adding a peppery sharpness or a subtle, fruity bouquet. The range of flavors varies widely, making olive oil a versatile condiment, but sometimes a confusing one to purchase. To help you sort through the multitude of olive oils available today, *Restaurants USA* has excerpted a chapter from *Tastings: The Best from Ketchup to Caviar.* The book provides systemized ratings of basic pantry products by a panel of foodservice professionals.



Waverley Root, the eminent food authority, observed that the food of a region is shaped by the fat it is cooked in more than by any other ingredient. Some of the most delicious food in the world comes from places where olive oil is traditionally used for cooking: Provence in France, southern Italy, the Catalan section of Spain and the Middle East.

Until about 10 years ago, Americans had to be content with eating authentic versions of dishes from these regions only when traveling, largely because the outstanding olive oils with which they were made were not available here. Fortunately, the situation has changed for the better in America. The new gastronomic era has brought to our shores some delicious olive oils. Importers are searching out oils made by small, local producers in Spain, France and Italy, and these are now available in shops all across the United States.

It is vital to the understanding of olive oil to know that it is the only oil that is extracted from a fruit rather than a grain, seed or nut.

About 60 types of olive trees exist, but flavors and characteristics of olives are much more varied because of the variation in climate and soil around the world. A saying in Italy attests to this: "Where there's good wine, there's good oil," which refers to the fact that both grapes and olives grow well in a similar climate. In fact, many Italian Chianti vineyards grow olive trees in among the vines and produce some of the best olive oil in the world, notably Cacchiano, Badia a Coltibuono and Volpaia.

Almost all good olive oils are a blend of not only varieties of olives, but also of olives at various stages of ripeness. The harvest takes place over a period of weeks, sometimes months, beginning in the fall. It takes 1,300 to 2,000 olives to make one quart of olive oil.

Cooking and using olive oil

A top-quality, first-pressed olive oil is used in Europe almost as a condiment, and we are learning to do the same here. Italian food expert Franco Tommaso Marchi, referring to the way Italians use olive oil, wrote, "Olive oil? It's like parsley!" It is placed on the dinner table and poured over cooked vegetables, pasta, salads, even good crusty bread. Because a good olive oil has such integrity of flavor on its own, the Italians often dress a lettuce salad with olive oil and a little salt, nothing more; if they add vinegar at all, they only add a few drops, but certainly no other distracting flavors.

The smoking point of olive oil, the temperature at which the oil gives the first trace of smoke when it is heated, is almost as high as peanut oil, which smokes at 420°F. So you can panfry or deep-fry foods in olive oil, without fear of burning, as was previously believed, as long as the temperature is kept below 400°F.

Handling and storage

Olive oil will turn rancid quickly if it is exposed to heat and light, especially if it is the unrefined variety. For instance, keeping a bottle of olive oil next to the stove can cause the oil to become rancid very quickly. To avoid rancidity, decant olive oil into smaller, preferably opaque containers and use one, keeping the other in a cool, dark place. The best place to keep olive oils is in a wine cellar or in the same dark, cool spot you would store potatoes.

Experts caution against refrigerating olive oil; the condensation that results from the cold in the refrigerator causes water droplets to form on the inside of the bottle and drop into the oil, hastening rancidity.

When selecting an oil, keep in mind that oils packed in screw-top bottles will last longer than those closed with a cork or a plastic stopper. If unopened, you can expect that an oil in a screw-top bottle will remain fresh and safe to use for two years; otherwise, count on about one year. If an oil has been opened, it will stay fresh for about two months, a month or two longer if in a screw-top bottle.

If your olive oil has gone off, it will smell and taste rancid—sharp, bitter and stinging. Before rancidity sets in, however, the oil will become stale and will taste flat.

Olive oil fresh from the presses will taste strong and sharp, sometimes with a piquant bite which hits you in the back of your throat, especially if it has been made with a large percentage of unripe olives. Aficionados of rustic, earthy oils love this piquancy. After a few weeks, however, the strength of an oil fades, and it becomes more mellow.

Sometimes olive oil has a cloudy layer at the bottom of a bottle if it has been sitting on a shelf for a long time. This is caused by crystals of saturated fatty acids, which settle to the bottom. This does not affect the flavor of the oil and it is still perfectly safe to use.

How to judge olive oil

Tasting. A professional olive oil buyer uses chunks of bread to taste olive oil, although cold boiled potatoes are sometimes used. Those buyers who go to olive groves to test the oil just as it comes out of the press often pour a little of the oil into their palms and rub their hands together to generate heat, then they bring their cupped hands to the nose to smell the oil.

How to choose an olive oil for cooking

Cooking task	Type of oil
lettuce salads	light-bodied extra virgin
vegetable and composed salads	full-bodied extra virgin
sautéing	virgin or extra virgin
panfrying or deep-frying	one of the low-priced pure oils
marinating fish	light-bodied extra virgin
marinating vegetables	light-bodied extra virgin
pasta	full-bodied extra virgin
mayonnaise	virgin or light-bodied extra virgin
broiling/grilling	pure
pastries (as an ingredient or for brushing the tops of bread and rolls)	pure
condiment for cooked vegetables, pasta, salads	full-bodied extra virgin

Our oils were poured into small clear plastic cups so that we could compare their colors and viscosity. Panelists used seltzer and unsalted crackers to clear their palates.

Our panel of judges used chunks of bread, celery sticks and spoons made of plastic, so that metal didn't interfere with the taste of the oils. Many panelists used their fingers to taste the oils.

Color/eye appeal. Depending on the state of the olives when they are pressed and the type of olives used, the color of an olive oil ranges from deep bottle green to almost clear white. Oil pressed from unripe olives has a green, and sometimes deep green, color. Ripe olives produce a straw-colored oil. On the other hand, oil that is too pale and almost white will most likely taste too bland. Oil that is freshly pressed will be darker in color than oil that was pressed months earlier and has faded.

The depth of color of the oil can indicate its strength of flavor. Color can be misleading, however. For example, some manufacturers press the leaves along with the olives to extract a deep green color from the chlorophyll. The chlorophyll also acts as an antioxidant, making the oil last a little longer before becoming rancid.

An oil that is crystal clear has been filtered; one that is not clear is probably an unfiltered oil which still has tiny particles of fruit suspended throughout. Rather than being a defect, many experts feel that this kind of oil is superior to filtered oil. The better the oil, the longer it takes to settle and become clear because the particles are so tightly bound.

Taste aroma. The mechanics of an olive oil tasting are much the same as with wine. First the oil is swirled around the glass and the color and body are checked. Then the taster smells the oil in the glass. The olive oil is then either sipped and swished around on the tongue and/or tasted from a piece of bread.

Olive oil made from green (underripe) olives is strong and peppery in flavor. Its flavor can be grassy-tasting and quite harsh, rather like the taste of an olive picked fresh off the tree and eaten without curing. When olives ripen, they turn purple-black. The oil from ripe olives is less piquant, more subtle, than that from the green olives. Oil from ripe and overripe olives also tastes more oily than oil from underripe olives.

Bad olive oil can taste *greasy* (or fatty), leaving an unpleasant coating in the mouth; *bitter, sour* or *bland* (a common problem with the pure oils).

Consistency. Some olive oils are very thin and runny, especially those that are refined. Some are so thick that their texture is unpleasant. A good olive oil should have a certain amount of body, thicker than a refined vegetable oil. The best olive oils have a rich texture that is not viscous or fatty.

Aftertaste. The piquancy of a freshly pressed olive oil that lingers after the oil is swallowed, called *pizzica* in Italian, is considered desirable. For some, however, especially those new to the genre, it can overpower the flavor of the oil. It is an acquired taste.

General classifications

The proper flavor of an olive oil is a highly subjective judgment. There are heavy olive oils for food that is robust, bold, full-bodied and pronounced in flavor, such as moussaka or chili. And there are gentle and fine olive oils for subtle flavored dishes, such as poached salmon. Both heavy and light olive oils are a matter of style, often one of national character.

Although there are glaring exceptions to these general classifications, imported olive oils can be described thusly:

☐ **Italian.** Italian oils, notably those from the north, are the finest oils in the world. They are more sophisticated than oil from other countries, but also more difficult to get used to. Northern Italian oils are generally heavy, robust, often with a peppery flavor, while southern Italian oils are strongly flavored with an oily consistency, instant taste recognition and very little aftertaste.

☐ **Spanish.** Spanish oils are similar to the heavier Italian oils, but are generally rougher and harsher. Spanish oils are to Italian oils what Spanish wines are to Italian wines: Some of them are as good as an average Italian oil, but none equals the very best Italian oil.

☐ **French.** Because French olive

Full-bodied extra virgin olive oils

(in order preferred)*

Fattoria della Sala (*Italy*), well balanced
Fattoria di S. Prugnano (*Italy*)
Badia a Coltibuono (*Italy*)
Poggio al Sole (*Italy*), earthy
Castello di Volpaia (*Italy*), good, biting olive flavor
Peloponnese "Agoureleo" (*Greek*), clean and fruity
Bonollo (*Italy*), strong *pizzica*, good body
Epicurean (*Italy*), good ripe olive flavor
Moulin Moderne (*France*), strong olive flavor
Marchese Emilio Pucci (*Italy, from the villa of the dress designer*)
Castello di Cerreto e Granaiolo (*Italy*)
Castellare (*Italy*), very green tasting, slightly acrid flavor
Mancianti (*Italy*), strong olive flavor
La Taste (*France*), heady olive flavor
Manosque (*France*), fruity and clean
Montefollonico (*Italy*)
Sagittario (*Italy*), strong bite, but olive flavor falls off quickly
Market Square (*U.S.*), light olive flavor, perfumed
Bertolli Extra Virgin (*Italy*), slightly peppery
Haute Provence (*France*), strong and olivey

Fattoria dell'Ugo (*Italy*), oily, sour aftertaste, little olive flavor
Amastra (*Italy*), emerald green (extra color added), gelatinous
Fattoria di Ama (*Italy*)
Case Nuove (*Italy*), slightly greasy
Antinori (*Italy*), bad aftertaste
Castello di Cacchiano (*Italy*), rough, peppery
Santa Cristina (*Italy*), acrid and peppery, well made but almost unpalatable
Frescobaldi (*Italy*), very strongly piquant, hard to take
Col d'Orcia (*Italy*), acidic, bitter
Vierge de Borjas (*Spain*), rough and harsh
OLEA (*Italy*), rough
Villa Banfi (*Italy*), chemical, bitter, sharp

Light-bodied extra virgin olive oils

(in order preferred)*

Raineri (*Italy*), subtle and well balanced
Aux Produits du Nyonsais (*France*), nutty, subtle oil
Bucci (*Italy*), subtle, complex, lingering aftertaste
Siurana (*Spain*)
Mostollo Venturelli (*Italy*), balanced, natural olive taste with the sweetness of fresh walnuts
Estus Gourmet (*California*), very ripe flavor, elegant
Castello di Fonterutoli (*Spain*), earthy
A l'Olivier (*France*)
Colline Umbre (*Italy*), greasy with a little piquancy
Vieille Ferme (*France*), fruity
Goya (*Spain*), no aroma but light, attractive flavor
Acisi (*Italy*)
Olivieri (*Italy*)
Sagra (*Italy*)
Benedicta (*France*)
Old Monk (*France*)
Colavita (*Italy*)
Benecum Venturelli (*Italy*), oily, neutral, with a slight pepperiness
Gaeta Itri (*Italy*), slight pepperiness, a little oily
Clio (*Italy*), strong biting aftertaste
Flower of the Olive Tree (*France*)
Hilaire Fabre (*France*), oily
Calambra (*California*), flowery
Vall'Aurea (*Italy*), greasy, not much olive flavor

Eden (*Spain*), a little sour
Artaud (*France*)
Crespi (*Italy*), greasy, bland
Montorselli (*Italy*)
Flag (*Italy*), unctious, unpleasant
Puget (*France*), sour
Louis de Regis (*France*), acidic
Callisto Francesconi—Lucca Extra 1 (*Italy*), bland

** Products listed above the dotted line were considered acceptable by a panel of foodservice professionals who, after controlled blind tastings, ranked the products on color, taste, aroma and other pertinent characteristics.*

oils are usually pressed from ripe olives, they are golden in color and have a light body; they taste fruity, sometimes with nutty overtones. French oils are not nearly as thick and viscous as oils from other countries and also not as complex in flavor. French oil is good for homemade mayonnaise, and a good oil to use if you like subtle food.

Some French oils imported into the United States carry voluntary designations of *douce* (sweet) and *fruité* (fruity). *Fruité* olive oil has been pressed from unripe olives and will be stronger in color and taste than oil labeled *douce*.

☐ **Greek.** The Greek oils we get in this country are generally not of the extra virgin, first-pressed variety, but some can be of a higher quality than the lesser grade oils of other countries. They are strongly redolent of olives, full of character and very hearty as well as thick in consistency.

Deciphering labels

Understanding the terminology on olive oil labels is also helpful in choosing the right product. The variety of terms, along with the differences in U.S. and international labeling regulations, can sometimes be confusing.

☐ **International regulations.** All major international olive oil producing countries are members of the International Olive Oil Council (I.O.O.C.). After an oil is made in an I.O.O.C. member country, it must undergo two tests of quality. One determines the acidity level of the oil. The other its odor and flavor. Only if an oil has passed these two tests can it legally be labeled "extra virgin," "fine virgin," or "semi-fine virgin."

Some olive oil contains too much natural acidity to qualify for these ratings. To render it edible, it must be refined, which makes it completely tasteless. Then, in some cases, a small amount of first-pressed or extra virgin oil is added to give it some olive flavor and a little bit of acidity (no more than 1.5 percent). These refined oils, often labeled "sansa and olive oil," "pure olive oil," or "Riviera," account for 92 percent of the oil imported into this country.

Watch for meaningless phrases, such as "extra first" and "extra #1" and "cold pressed." "Cold pressed" is often used on extra virgin olive oils in much the same way as the word "natural" is used on so-called health foods in this country. Eugenio Pozzolino of Dean & DeLuca Imports also warns of olive oils simply labeled "imported" and those labeled "packed in Italy" rather than "product of Italy"; they could be low-quality Tunisian oils which are refined and repacked under Italian labels.

The Chianti region of Tuscany in Italy produces some of the best olive oils in the world. The specially designed round Chianti Classico label can appear only on a bottle of oil that has been unrefined and produced in a manner traditional in the region. By the same token, if you see the words *denominacio d' origen* on a bottle of olive oil from Spain, it has come from the Catalan section and has less than 0.5 percent acidity (less than the maximum 1.0 percent for regular extra virgin).

☐ **U.S. regulations.** United States labeling regulations for olive oil made in this country concern processing but not the acidity level of the product. They require that a product labeled "virgin olive oil" must be from the first pressing of the olives without further processing. Any oil that is a blend of refined and virgin oil may be labeled "pure" but not "virgin." The United States government has no specifications for extra virgin oil, but many American oils labeled "virgin" qualify as extra virgin with respect to acidity.When trying to find a good olive oil, look for one that is not more than one year old. Check the label for the grower's name and the district from which it comes; the more specific the better, just as with wine.

The important words to look for on a bottle of olive oil are "bottled in the country of origin" (or words to that effect) as well as "first-pressed." These words, in addition to "extra virgin" if the oil is imported and "virgin" if the oil is made in the United States, are your indication that the olive oil has a low amount of acidity and a chance of tasting like the olives from which it was made. ❑

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A DICTIONARY OF FATS

Because a high-fat diet is associated with heart disease and cancer, many Americans are reducing their total fat consumption, especially of saturated fats. This dictionary of terms will help you understand the different types of fats and their uses and can help you better communicate with concerned customers.

by Claire Regan, R.D.

• **Animal fats** are solid and saturated in nature. They are very popular because of the flavor they impart to foods. Examples: butter, lard, tallow.

• **Butter** is perhaps the best-known saturated fat. It is made from either sweet or sour cream.

Butter's narrow plastic range (its ability to remain solid yet be molded or shaped) makes it a less effective shortening agent than other solid fats. But, it is this characteristic, in combination with its melting point, that gives butter the "melt-in-the-mouth" quality desired in some baked products.

Claire Regan, R.D., is research manager, nutritionist for the National Restaurant Association.

Butter must contain at least 80 percent fat; of the remaining 20 percent, about 18 percent is water and 1 to 2 percent contains milk solids. Salt has traditionally been added to butter during processing, but unsalted varieties are available and are gaining popularity.

• **Butter grades**. Butter that has been graded by the U.S. Department of Agriculture (USDA) bears a shield on the package to indicate the quality at time of grading. Grades depend on flavor, body, texture, color and salt.

☐ *U.S. Grade AA* is given to butter with a smooth, creamy texture made from high-quality sweet cream.

☐ *U.S. Grade A* butter has a fairly smooth texture and a desirable flavor that tastes slightly less fresh than Grade AA.

☐ *U.S. Grade B* is made from select sour cream and has a slight acid taste.

• **Health-related terms.**

☐ *Cholesterol* is a waxy, fat-like substance that is produced by the body and found in foods of animal origin. Excessive dietary cholesterol is associated with elevated blood cholesterol which in turn contributes to plaque formation and the development of premature coronary heart disease.

☐ *Monounsaturated fats* were once thought to be neutral in their effect on cholesterol levels, but recent studies indicate monounsaturates lower cholesterol levels and maintain or elevate HDL (high density lipoprotein). HDL clears cholesterol from the blood and is therefore often referred to as "good cholesterol." Monounsaturated fats are dominant in avocados, peanuts, olives and almonds.

☐ *Polyunsaturated fats* are derived from vegetables, such as corn, safflower and sesame. Diets high in polyunsaturated fats tend to lower blood cholesterol. Unlike saturated fats, polyunsaturated fats are liquid at room temperature. They are more susceptible to oxidative rancidity than are saturated fats. (Although they differ slightly in chemical structure, the oils in fish are polyunsaturated and seem to have a greater ability to reduce cholesterol than their counterparts in vegetables.)

☐ *Saturated fats*, which are frequently used for deep fat frying because of their ability to withstand deterioration, have been associated with elevated blood cholesterol levels and the risk of heart disease. Saturated fats come from animal fats, like those in beef, chicken, whole milk, cheese and butter. By a fluke of nature, two plants—palms and coconuts—yield oils that are primarily saturated.

• **Hydrogenation** transforms liquid unsaturated vegetable oils into more solid, saturated varieties that have an increased resistance to deterioration and gum formation, thereby prolonging their fry life. This technology has made possible the production of margarine and shortenings from vegetable oils. (Prior to hydrogenation, shortenings were manufactured from animal fats.)

Although hydrogenation improves the integrity of oil for cooking purposes, it also reduces the percent of unsaturated fat and increases the saturated fat content. Still, hydrogenated vegetable shortening contains less saturated fat than an animal vegetable blend and would be a better frying medium for those concerned about the fat content of their diets.

• **Lard** is solid fat rendered from pork. Although lard imparts a grainy texture and distinct flavor, it was widely used in baking because of its wide plastic range. Unlike butter, lard remains solid yet workable at temperatures from about 65° to 95°F. Although lard is still favored by some European bakers and by doughnut producers, it is not recommended for all-purpose frying because lard has a low smoke point, which means it deteriorates at low temperatures and produces a bluish, acrid smoke. A shortening blend of lard and vegetable fat minimizes lard's undesirable characteristics.

• **Liquid oils** generally are polyunsaturated fats and used primarily in salad dressings and for panfrying. Although they have high smoke points, they are less

stable than hydrogenated vegetable shortenings and inappropriate for deep fat frying.

Soybean is the major source of oil used in the United States. In recent years, safflower, corn and sunflower oils have gained popularity due to their high polyunsaturated fat content. More exotic oils, such as peanut, olive, walnut and avocado, tend to outprice their common counterparts and are used primarily for their unique flavor attributes.

• **Margarine** was developed in 1869 by a French chemist who entered a contest sponsored by Napoleon III. The challenge was to create a nutritious, tasty and economic alternative to butter. Today, margarine is at least 80 percent fat. It is a blend of hard fat or oil with other ingredients, such as water, milk products, salt, flavoring and coloring. Hydrogenated oils are used to produce a firm product.

• **Shortenings** are hard fats (animal, vegetable or a blend) used in food preparation. Named for the short or tender quality they add to baked goods, shortenings are now commonly used for frying as well as baking.

☐ *All-purpose shortenings* are appropriate for smaller operations with limited storage space. These solid fats are plastic enough to be used in baking, and their high smoke points make them suitable for frying. All-purpose shortenings are available in both all-vegetable and animal/vegetable (A/V) blends.

☐ *Baking shortenings* are designed to blend well with ingredients used in baked products and may have emulsifying agents added to facilitate blending. Emulsifying agents reduce the smoke points of shortenings, making them less appropriate for deep fat frying than an all-purpose or heavy-duty shortening. Most shortenings used in baking have a wide plastic range, which makes it easy to add a large amount of sugar during creaming.

☐ *Blended shortenings of animal and vegetable fats* are widely used for frying because of the flavor they give to food. A/V shortenings are more saturated than vegetable shortenings and tend to resist gumming. Although they were bargains in the past, A/V shortenings are currently comparable in price to their all-vegetable counterparts.

☐ *Griddle shortenings* resist the gumming and sticking that occur when salad oils are used for griddle cooking. These shortenings are available in both solid and liquid forms and often include additives that simulate the color and flavor of butter. Salt is omitted from griddle shortening because it promotes sticking.

☐ *Vegetable shortenings* for frying come in both liquid and solid forms. Liquids are easier to use because they are pourable and need no melting. Plus, the low melting point of liquid shortening produces fried foods that taste freshly fried rather than waxy.

Solid frying shortenings are heavily hydrogenated, making them brittle at room temperature yet more resistant to deterioration. These "heavy-duty" shortenings often have anti-foaming and gumming agents added to further extend their fry life. Consequently, heavy-duty shortenings may be desirable for operations with low turnover, but their high melting points produce fried foods that leave a waxy taste. As a result of findings that emphasize the benefit of higher polyunsaturated fat content, household vegetable shortenings now typically contain 22 to 32 percent polyunsaturated fatty acids. Plus, the saturated fat content is considerably lower than A/V shortening blends.

• **Tallow** is a solid fat rendered from beef. Because of its hard, firm texture, lack of plasticity and hearty flavor, it does not blend easily with ingredients used for baking. It is used primarily for deep fat frying, french fries in particular.

• **Vegetable fats** are liquid vegetable oils transformed into solid, saturated varieties by hydrogenation. ❑

Avoiding the problems of cooking with fat

When deep fat frying, it is important to keep fat absorption minimal. Fat-soaked food is not only unpalatable but also high in calories. Time, surface area and character of the food are the primary determinants of fat absorption. Fat should be kept at optimum temperatures. Low temperatures extend cooking time and promote excessive absorption, and high temperatures tend to produce an undercooked product with an overly browned surface. Foods with less surface area, such as fritters, will absorb less fat than foods which have larger surface areas, such as chicken. Egg-washed foods minimize fat absorption.

Fat used for deep fat frying can be adversely affected by use. For example, heated fat begins to deteriorate and produce a bluish smoke when it reaches its smoke point temperature. Smoke points vary depending on the natural composition and processing (see chart). Particles of food or salt lower the smoke point. Emulsifying agents added to baking shortenings also reduce smoke points.

Fat can become rancid by reacting with either water or air. Hydrolytic (water) rancidity usually does not produce the undesirable odors and flavors that are characterized by oxidative (oxygen or air) rancidity. The latter is responsible for most of the spoilage of fats and fatty foods. As fat reacts with air, it breaks down into smaller, volatile compounds that produce the unpleasant rancid odor. Salt also increases the incidence of rancidity.

Rancidity self-perpetuates; once it begins, it continues as a chain reaction. The more unsaturated a fat, the more susceptible it is to oxidative rancidity. Therefore, hydrogenated shortenings and animal fats withstand air exposure better than do oils.

High temperatures facilitate polymerization, which takes place as small fat molecules combine to form larger polymers. Often accompanying excess oxidation, polymerization is characterized by the excess foaming and gumming of frying fat. Fat that has reached this point of deterioration should be discarded as it increases the fat absorption of food cooked in it and can be a fire hazard.

Cooking implements also affect fat degeneration. For instance, fryers are deep and narrow to minimize the amount of fat exposed to the air. Copper and iron tend to catalyze or hasten oxidative rancidity, which is why most fryers are made of stainless steel.

The fry life of shortening can be extended with proper care. Shortenings should be filtered daily and stored in the refrigerator until further use, and the fryer should be cleaned thoroughly. Powdered absorbents enhance filtering. When added to shortening before filtering, these powders trap small particles that otherwise may escape.

Smoke points of fats*

Type of fat	Initial smoke point	After use smoke point
Lards	361°–401°F	331°–349°F
Vegetable oils	441°–450°	367°–369°
Emulsified vegetable shortening	356°–370°	336°–349°
Animal/vegetable shortening		
• Emulsified	351°–363°	329°–334°
• Nonemulsified	448°	367°

* *Temperatures at which fat begins to deteriorate and produce bluish smoke*
Source: Lowe, Pradhan and Kasteliz. *Journal of Home Economics*, 50:778-779, 1958

#83

Getting a bank loan

The negotiations that take place when you apply for a bank loan to benefit your business more often resemble an art rather than a science. With a reticent boldness, let me identify some of the strategies you may want to consider.

1. Go to the bank branch that is located in the absolute worst section of town. That bank is probably used to dealing with deadbeats and problem accounts, and you could represent a breath of fresh air.

2. Make sure that you look terrible. Don't comb your hair or brush your teeth for at least four days prior to your visit and, if you are a male, don't shave. Be sure to wear your oldest clothes. If some of the garments are torn and tattered, all the better since you want to come across as being eccentric. Bankers lead a pretty dull life, and they like some novelty now and then.

3. Ask to see the youngest loan officer in the bank; that person will likely be the most inexperienced loan officer as well. In the course of your discussions, you can be alternately disdainful and patronizing, depending on how things are going.

4. If the loan officer says he or she only has loan authority up to a certain figure, don't be disheartened. Simply reply that you will take five or 10 loans, each up to the limit so that you can get the full amount you want.

5. Do not reveal any personal or business history or information about your current operations. Tell the bank officer that this is privileged communication. The strategy here is to add a little mystery to your eccentricity.

6. Do not give the real reason for wanting the loan. Instead, say that the purpose is for something the loan officer is also interested in. For example, if the loan officer is a sailing enthusiast, state that the purpose of the loan is to buy a yacht or a powered sailboat. If the loan officer drives a hot sports car, say that you intend to buy one or more sports cars. In this way, you draw the loan officer "into your corner."

7. You will be asked to provide financial statements, probably for the last three years. Be sure you provide unaudited statements and if you have to "embellish" them a little, then so be it. Be sure to indicate that one of the reasons you are a success is that you don't throw money away on such frills as auditors and bookkeepers. You have been keeping your own books for years.

8. You will also be asked to project your financial statements forward, probably for three years. This includes your operating statement, balance sheet and cash flow statements. Here is where you can give vent to your creative instincts. Portray your projected statements so there is no question that they show you don't need a loan. Bankers like to deal with strong, solid companies. They will be the first to tell you that the best time to borrow money is when you don't need it because that's when you look your best.

9. Don't be too concerned about the repayment terms because you will not keep to the established schedule anyway. You will, of course, drag on your payments, etc. The bank is used to such practices (remember the bank's location), and the loan officer will just regard it as part of your eccentricity. You're just too successful to deal with minute details.

10. As for collateral, don't pledge any tangible item of value. You could pledge indentured servitude contracts for your spouse and family members as one alternative or you could argue that your signature and reputation are sufficient to secure the loan. After all, there are other lenders hungry to lend money, so you are the one who is being good to the bank by asking them to deal with you. Never let them forget how privileged they are to have you as an "asset."

11. The bank may pontificate to you about the five c's of credit (character, capital, capacity, conditions and collateral). You will have already established the fact that you are a character; if they give you the loan, you will have the capital; you have the capacity since you knew enough to ask for the loan; the conditions are right because you need the money now; and we have already addressed the matter of collateral.

12. Don't sit still for any restrictions, such as compensating balances, pre-set working capital levels, debt/equity ratios, etc. I mean, after all, who's running your business—you or the bank? Believe me, the bank really does not want to run your business. It doesn't know how.

Fisher's Law #83: ***If you follow this strategy for getting a loan, banks will leave you alone.***

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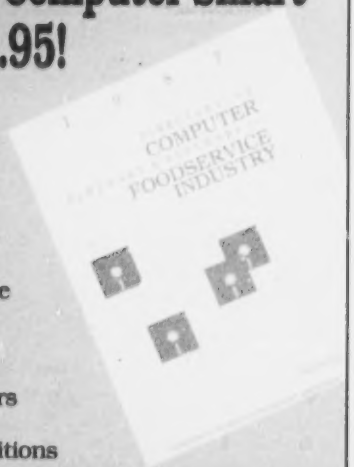

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Paula Grisanti saves the day

Paula Grisanti, wife of President and Chairman of the Board Michael Grisanti, saved the day in Dallas last month.

At an elegant banquet preceeding the Texas Restaurant Association (TRA) Convention, the Texas Beef Industry Council presented a videotape depicting the careers of G. "Jim" Hasslocher, immediate past president of the National Restaurant Association, and his daughter, Susan Hasslocher, immediate past president of the Texas Restaurant Association. The tape is both a tribute to the renowned father and daughter team and a recruitment tool depicting the rewards of careers in foodservice.

Detained in New York, Michael Grisanti could not be on hand to thank the Beef Industry Council and congratulate the Hasslochers. Paula Grisanti, already in Dallas, learned of her husband's dilemma by phone and agreed to represent the association in his place.

"To attract qualified employees, we have to do a better job of telling our story," Paula Grisanti told the banquet guests. "The public should know about the rapid career ladder in foodservice. It should know about the opportunities in our industry for creative work with food and with people."

Michael Grisanti, who arrived in Dallas in time for the TRA Convention, congratulated the Hasslochers personally and addressed the TRA Board on the National Restaurant Association's plans for the coming year.

Paula Grisanti, DMD, has taken a sabbatical to support her husband throughout his term as president and chairman of the board of the National Restaurant Association.

Association membership elects new directors

During the annual membership meeting at the association's 68th National Restaurant, Hotel-Motel Show in Chicago, the following new directors were elected to the association's board:

☐ Bruce Bannon (Open Hearth Restaurant, Inc.; Gatlinburg, TN)

☐ Donald E. Doyle (KFC Corporation; Louisville, KY)

☐ Max Fillmore (Flying J Travel Plaza; Ogden, UT)

☐ Stephen S. George (Haussner's Restaurant, Inc.; Baltimore, MD)

☐ Clark D. Jones (JB's Restaurants, Inc.; Salt Lake City, UT)

☐ Tom Kapp (The Tillerman; Las Vegas, NV)

☐ Gretchen Mathers (Gretchen's Of Course; Seattle, WA)

☐ J. William Rooks (Sea World, Inc.; Orlando, FL)

☐ Dick R. Stubbs (Applewoods Restaurant; Oklahoma City, OK)

☐ William F. Swearingen (The Abbey, Inc.; Atlanta, GA)

☐ J. Alan Ward (Taco Casa; Topeka, KS)

☐ John R. Weichman (Weichman's All Seasons Restaurant; Mobile, AL)

Newly elected international directors are:

☐ William Dover (Red Lobster Canada Scarborough; Ontario, Canada)

☐ Tetsuro Kosaka (Hibiya-Matsumotoro, Inc.; Tokyo, Japan)

☐ Gunther Mauracher (Operadora, VIPS, SA, Mexico).

Grisanti names new committee chairmen

As Chairman of the Board and President of the National Restaurant Association, Michael J. Grisanti (Grisanti, Inc.; Louisville, KY) recently appointed several board members as chairmen of the committees and task forces directing the association's activities for the year 1987-88. As chief executive officer, Grisanti heads the executive committee. Other new chairmanships are as follows:

☐ **Audit:** Joseph K. Fassler (Greyhound Food Management, Inc.; Phoenix, AZ)

☐ **Bylaws:** Stephen E. Elmont (Creative Gourmets, Ltd.; Boston, MA)

☐ **Communications:** Harry A. Klingeman (Indian Trail Restaurant, Inc.; Winnetka, IL)

☐ **Convention:** John C. Metz (Custom Management Corp.; Kingston, PA)

☐ **Finance:** Harris "Bud" Rusitzky (Serv-Rite Food Service and Consulting Corporation, Pittsford, NY)

☐ **Government Affairs:** Richard E. Marriott (Marriott Corp.; Washington, DC)

☐ **Industry Image/Human Resources:** John F. Cauley, Jr. (Friendly Ice Cream Corp.; Wilbraham, MA)

☐ **Investment:** James H. Maynard (Golden Corral Corp.; Raleigh, NC)

☐ **Membership:** William H. Latham (Olde English Pubs, Ltd.; Jackson, MS)

☐ **Nominating:** Kenneth Hill (T.J. Cinnamon's Ltd.; Kansas City, MO)

☐ **Pension & Employee Benefits:** Stephen H. Huse (Noble Roman's, Inc.; Bloomington, IN)

☐ **Political Action:** Ralph O. Brennan (Mr. B's, Inc.; New Orleans, LA)

☐ **Political Education:** John R. Farquharson (ARA Services, Inc.; Philadelphia, PA)

☐ **Research:** Richard C. May (Gilbert/Robinson, Inc.; Kansas City, MO)

☐ **State Relations:** Paul W. Lazar (Wharf Tavern, Inc.; Warren, RI)

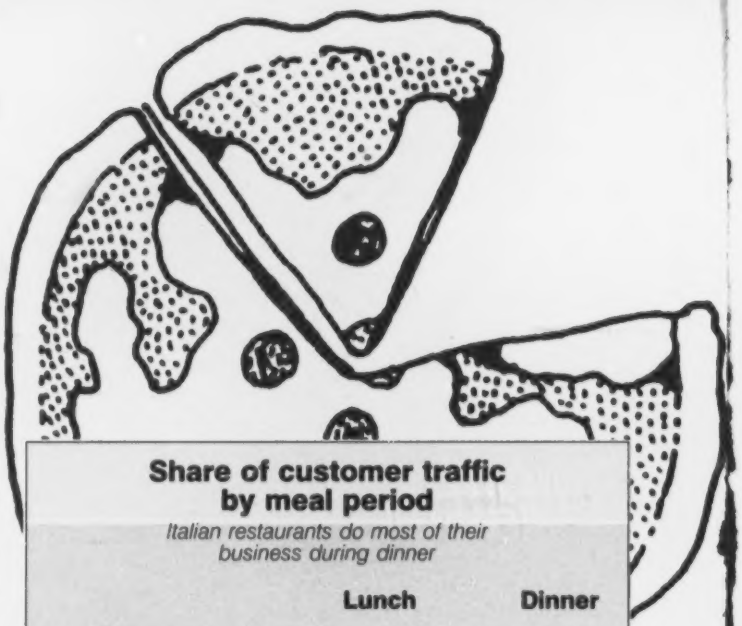
☐ **Task Force on Exchange Directors:** Richard E. Cregar (Cregar Enterprises; Orchard Lake, MI)

☐ **Task Force on Public Affairs Conference:** Robert S. Wood (Bob Evans Farms, Inc.; Columbus, OH)

☐ **Task Force on Monterey Wine Festival:** Michael Hurst (15th Street Fisheries; Ft. Lauderdale, FL).

New excitement in Italian segment

Although National Restaurant Association research reveals that Italian food is the most well-known, well-liked and frequently ordered type of ethnic cuisine, adjectives such as "staid" have often been used to describe the segment. Changes in the market, however, are making these adjectives obsolete, bringing a new air of excitement to Italian food and Italian restaurants.



The Italian segment of the industry is changing. Operators are enticing consumers with new pasta dishes, lighter versions of some classic Italian specialties and lesser-known regional offerings. Competition has begun heating up, too, especially as chains attempt to infiltrate territory long held by independents.

Italian restaurants are growing

Midscale restaurants attract the largest share of total Italian restaurant customer traffic—59 percent—according to CREST *Household Report* data.* The remaining proportion is held by the upscale segment; higher-check upscale restaurants account for 9 percent of the traffic and moderate-check upscale Italian restaurants account for 34 percent. The share of traffic held by each type of restaurant has remained virtually unchanged since 1982.

Although there has been little fluctuation in shares of traffic, both the midscale and upscale Italian restaurant segments have been growing. Between 1982 and 1986, customer counts at midscale Italian restaurants rose 28 percent and they climbed 25 percent at upscale Italian places.

1986 was a particularly good year for both segments. Spurred by unit growth and increased consumer interest in ethnic cuisines, customer traffic at midscale and upscale Italian restaurants increased 16 and 13 percent, respectively, last year. By contrast, in 1986, traffic at all upscale restaurants was up less than 1 percent, and customer counts at all midscale places dropped by nearly 4 percent.

Sales have also grown substantially at Italian restaurants. Between 1982 and 1986, sales increased 29 percent at midscale Italian restaurants, and they rose 32 percent at upscale Italian establishments.

Dinner captures largest share

Italian restaurants do most of their business at the evening meal. Two-thirds of all midscale occasions are for dinner as are more than three-fourths of all upscale occasions.

Share of customer traffic by meal period

Italian restaurants do most of their business during dinner

	Lunch	Dinner
Midscale Italian	30%	65%
Upscale Italian		
Moderate-check	20	77
Higher-check	16	78

Note: Breakfast and snacks combined captured 6 percent or less of total traffic at Italian restaurants. Therefore, those figures were not included here.
Source: CREST Enterprises, *Annual Household Report*, 1986

Takeout at Italian restaurants

Off-premises dining is more common at midscale Italian restaurants

	Proportion of total occasions for off-premises dining
Midscale Italian	35%
Upscale Italian	
Moderate-check	13
Higher-check	2

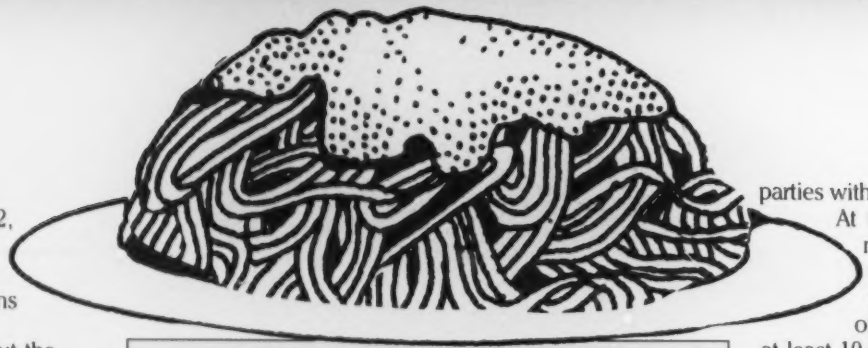
Source: CREST Enterprises, *Annual Household Report*, 1986

Lunch traffic is growing, especially at midscale Italian restaurants. In 1986, lunch captured 30 percent of all customer traffic at these restaurants, up from 23 percent in 1982. And between 1982 and 1986, customer counts grew 63 percent. At upscale Italian dining establishments lunch traffic rose 39 percent during this period. However, the noon meal's share of total traffic remained at about 19 percent. 1986 CREST data reveal that lunch is more important at moderate-check than at higher-check upscale Italian dining establishments, accounting for 20 percent of total customer traffic.

Takeout on the rise

Just as in other sectors, takeout is gaining strength within the Italian segment. Midscale operators have gained more by the trend

** In this article the Italian restaurant segment includes midscale and upscale Italian restaurants as defined by CREST (Consumer Reports on Eating Share Trends.) In 1986, midscale Italian restaurants posted an average per-person check of $4.85, moderate-check upscale places averaged $6.86 and higher-check upscale establishments averaged $21.46.*



than have upscale restaurants. In 1982, 24 percent of all midscale Italian restaurant occasions were for off-premises dining, but the proportion rose to 35 percent by 1986. Customer counts for takeout increased 85 percent over this five-year period.

Of total off-premises midscale Italian restaurant traffic, carryout captured the largest share in 1986—83 percent, down from 90 percent in 1984. Carryout has lost some ground in recent years because delivery is on the rise. In 1984, delivery captured 9 percent of total off-premises traffic within this segment, but by last year its share had increased to 15 percent.

Whether the food is carried out or delivered, most consumers choose to eat their Italian takeout food at home. In 1986, more than seven out of 10 takeout occasions at midscale Italian restaurants were for at-home consumption.

Takeout is less important for upscale Italian operators. The share of total customer traffic accounted for by off-premises dining has declined since 1982, from 16 to 11 percent. Moderate-check upscale operators account for most of the takeout occasions within the upscale segment. In 1986, 13 percent of all eater occasions at moderate-check upscale Italian restaurants were for takeout versus 2 percent at higher-check Italian dining establishments. Carryout is by far the dominant form of takeout at upscale Italian restaurants.

Restaurant visit by prior activity

In 1986, one-half of all patrons at higher-check upscale Italian restaurants were at home prior to dining out

	Percent of occasions		
		Upscale Italian	
Prior Activity	Midscale Italian	Moderate-check	Higher-check
Home	39%	44%	51%
Work	28	23	17
Shopping	10	6	3
Entertainment/ recreation	8	9	9
Vacation	3	7	5
Business/ travel	2	4	7
School	1	*	*
Other/not reported	8	7	8

* *Less than 1 percent*
Note: Totals may not add to 100 percent due to rounding.
Source: CREST Enterprises, *Annual Household Report*, 1986

Where pasta is eaten

Restaurants specializing in Italian cuisine captured 45 percent of all orders for pasta in 1986

	Proportion of total orders for pasta
Quickservice	**25%**
Pizza	20
Varied menu	2
Midscale	**44%**
Italian	13
Varied menu	14
Upscale	**31%**
Italian	12
Varied menu	11

Source: CREST Enterprises, *Annual Household Report*, 1986

Who eats at Italian restaurants

CREST data reveal that the typical party at Italian restaurants is composed primarily of adults. In 1986, 97 percent of all eater occasions at higher-check Italian restaurants involved parties without children. At midscale and moderate-check upscale restaurants, parties of adults only accounted for at least 10 percent of all occasions. These adults are likely to be young, single and affluent.

According to the National Restaurant Association study *Consumer Preferences for Ethnic Foods in Restaurants*, 94 percent of the consumers surveyed said that they had tried Italian food when dining out. Those consumers who said they are likely eaters of Italian food included: frequent restaurant patrons, 18 to 35-year-olds, singles, those with household incomes of $25,000 or more, men and consumers from households with children under 12 years of age. At least four of 10 respondents from each of these groups said they eat Italian food at least once a month when they eat out.

Another association study, *Consumer Preferences for New Restaurant Concepts*, provides further information on the demographic characteristics of those who enjoy Italian cuisine. Forty-six percent of the adults surveyed in the spring of 1986 said they had patronized a restaurant that specializes in pasta at least once during the first three months of the year, up a dramatic 11 percentage points over the prior year. Consumers most likely to have visited a pasta specialty restaurant include college graduates (59 percent), 18 to 34-year-olds (55 percent), those with household incomes of $30,000 or more (55 percent) and residents of the East (52 percent).

This study also reveals that the pasta restaurant market has room to grow. Of those respondents who

had not patronized an establishment that specializes in pasta in the early months of 1986, 27 percent expressed a willingness to do so. The demographic groups that showed the greatest interest in trying a pasta specialty restaurant were 18 to 24-year-olds (52 percent), working women (32 percent) and those with at least a high school diploma (31 percent). Operators may consider aiming some of their marketing efforts toward these groups in order to expand their customer base.

Consumers eat Italian cuisine on the weekend

As is true for the majority of restaurateurs, Italian restaurant operators see most of their patrons on the weekends. Approximately 44 percent of all eater occasions at midscale and upscale Italian restaurants occur on Fridays and Saturdays (about 22 percent each day). Sundays are the next busiest day for dining at midscale and moderate-check upscale Italian places while Thursdays rank third at higher-check upscale Italian restaurants. Customer traffic is smallest on Mondays for all types of Italian dining establishments.

Because consumers visit Italian restaurants more frequently on weekends than on weekdays, it is not surprising that the majority of them report being at home prior to dining out. One-half of all higher-check upscale Italian restaurant patrons were at home before going out to eat in 1986 as were 44 and 39 percent of moderate-check upscale and midscale Italian restaurant customers, respectively. These figures surpass the 33 percent level registered for the industry overall in 1986.

Work was the second most common activity before dining out for patrons of all three types of Italian restaurants. Shopping was also mentioned by a notable proportion of midscale patrons—10 percent, and entertainment/recreation was reported by 8 percent of moderate-check upscale Italian restaurant patrons and 9 percent of higher-check upscale Italian restaurant patrons.

Pasta's popularity extends beyond segment

Although Italian restaurants capture the largest proportion of total pasta orders, pasta's popularity extends beyond the Italian segment. In fact, CREST data reveal that just one fourth of all orders for pasta were placed at midscale and upscale Italian restaurants last year. Even if quickservice pizza places are included, establishments that specialize in Italian cuisine still account for less than one-half of total pasta orders. Varied menu restaurants captured the second largest share in 1986—27 percent.

Because of its growing popularity, pasta eating has not been confined to Italian restaurants. Total orders for pasta rose 3.9 percent between 1982 and 1986, with upscale restaurants accounting for the largest share of that increase. Pasta orders at upscale Italian places rose 13 percent over the five-year period. Other segments contributing to the increase include upscale varied menu restaurants, fish/seafood restaurants, and other specialty and hotel restaurants. Pasta's versatility, relatively low cost and healthful image makes it attractive to restaurateurs looking to add variety to their menus.

—Kate Conroy

The foodservice industry 1985: A brief review

For the 18th consecutive year, the National Restaurant Association has prepared information on the size and scope of the foodservice industry, including sales and purchases for major markets, number of establishments and alcoholic beverage sales. The figures and analyses reported here provide a summary of the foodservice industry's performance during 1985. To obtain more detailed information on foodservice in 1985, see the accompanying box which tells how to order a free copy of the complete report.*

In a year marked by modest economic growth, the foodservice industry experienced a 5.9 percent increase in **food and beverage sales**. With sales reaching $174.8 billion in 1985, industry growth continued on its upward trend but at a slower pace than in 1984. Real growth (adjusted for inflation) was 2.2 percent, significantly less than the 4.0 percent recorded in 1984, and less than the 2.7 percent real growth in the gross national product (GNP). 1985 was the fifth consecutive year of real growth for the foodservice industry.

The proportion of the food dollar spent away from home rose to another record level in 1985, topping the mark reached in 1984. In 1985, consumers spent 40.8 percent of their food dollar on meals and snacks prepared outside the home—up from 40.5 percent in 1984.

Menu prices, based on the Consumer Price Index (CPI) for food away from home, rose less in 1985 than in 1984 as lower inflation in the economy kept a lid on price increases. Menu prices advanced 4.0 percent in 1985, compared to a slightly higher 4.2 percent in 1984.

Customer traffic at restaurants advanced only 1.0 percent in 1985, compared to 4.0 percent in 1984. Traffic was strongest during the summer and winter quarters, rising 4.0 and 1.1 percent, respectively. Customer counts declined 1.1 percent in the spring quarter and 0.2 percent in the fall months.

In the **Commercial Foodservice Group**, food and drink sales reached $152.9 billion, a 6.7 percent increase from the year before. The Commercial Group accounted for 98.9 percent of total real growth in 1985. Real sales for this segment rose 2.6 percent.

Eating place sales, accounting for 63.9 percent of

*** The statistical information and analyses for the National Restaurant Association's study on the size and scope of the foodservice industry in 1985 were prepared in consultation with the research firm of Malcolm M. Knapp, Inc.**

total foodservice sales, jumped to $111.6 billion in 1985. Although sales at eating places rose 6.8 percent in 1985, this was well below the 9.7 percent gain recorded in 1984. Real growth in 1985 was 2.7 percent, half that gained in 1984.

A sales gain of 7.9 percent at **limited menu (fast food) restaurants** led the eating place segment in 1985, even though the increase was less than the 10.7 percent registered in 1984. With sales at $47.2 billion in 1985, limited menu operations accounted for 27.0 percent of total industry sales, almost double the share in 1970.

Restaurants and lunchrooms captured food and drink sales of $58.4 billion in 1985, a 6.0 percent gain. The increase was less than the 9.1 percent recorded in 1984. Lackluster growth in personal income during the year contributed to the decreased rate as some consumers traded down in order to preserve their frequency of eating out. Inflation-adjusted sales rose only 1.8 percent, well below the 4.7 percent gain posted in 1984.

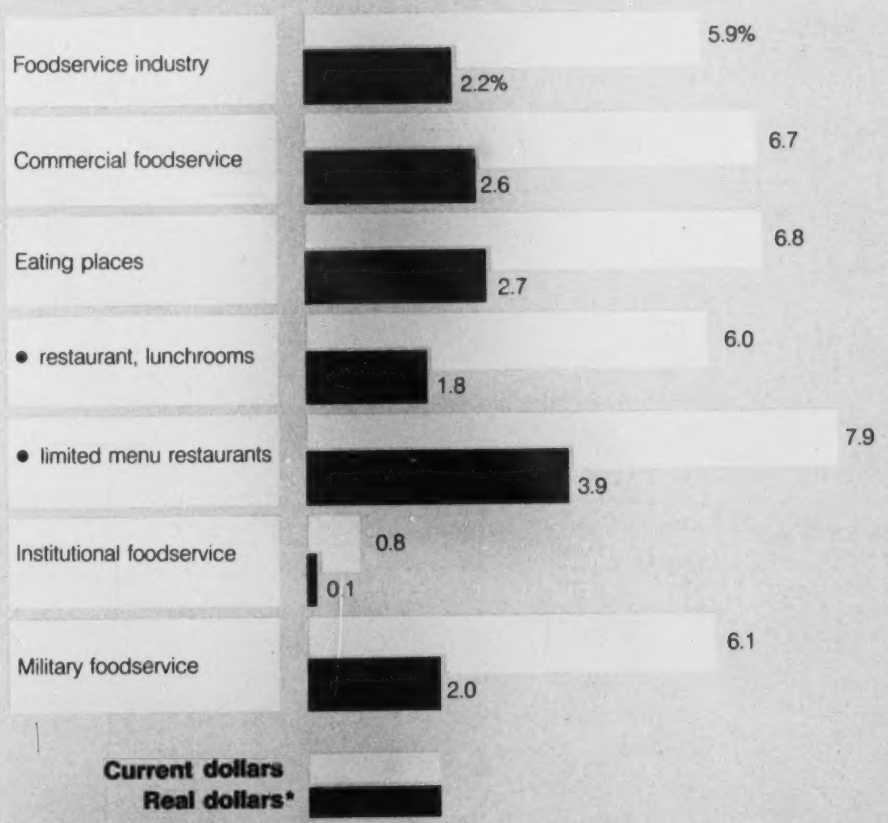
Grocery store foodservice, which includes convenience stores, once again recorded the greatest sales gain in the industry. The 26.1 percent increase in 1985 was due, in part, to the growth of foodservice in convenience stores and the popularity of takeout products at supermarkets. The growth of convenience stores within gasoline service stations helped advance food and drink sales for this segment by 23.2 percent.

Other segments that recorded impressive sales gains include foodservice contractors at commercial and office buildings, foodservice operations on passenger liners and railroads, hotel restaurants and miscellaneous foodservice retailers.

Sales for the **Institutional Foodservice Group** edged up to $21.0 billion in 1985, a small 0.8 percent gain. Real growth in sales was just 0.1 percent, but this presented an improvement over the 1.1 percent drop recorded in 1984.

Food and drink sales for the **Military Foodservice Group** rose 6.1 percent in 1985 to $877 million as the number of U.S.-based active duty troops increased.

Percent change in foodservice industry sales, 1984-1985



*Adjusted for inflation
Source: Malcolm M. Knapp, Inc.

To order the complete report

For a copy of the detailed report, *The Foodservice Industry: 1985 in Review*, simply complete the insert card in this issue (between pp. 40 and 41) and return it to the Research Department, National Restaurant Association, 311 First St., N.W., Washington, DC 20001. This report is free to association members. Nonmembers must include a $10 check or money order with their order card.

The National Restaurant Association's detailed report contains extensive data on the foodservice industry in 1985, including an analysis of all sectors of the eating place market as well as lodging places, educational foodservice, employee foodservice, health care foodservice, recreation foodservice and military foodservice.

For historical industry data, the National Restaurant Association's *Foodservice Numbers: A Statistical Digest for the Foodservice Industry* (catalog number CS025) is available for purchase. This publication includes sales, purchases and number of units for more than 50 separate sectors of foodservice from 1970 through 1984.

Estimated food and drink sales and purchases, 1985

# of Units	Type of establishment	Estimated food and drink sales (000) 1984	Estimated food and drink sales (000) 1985	Percent gain (loss)	Estimated food and drink purchases (000) 1985
	Group I: Commercial Foodservice[1]				
	Eating places				
125,688[2]	Restaurants, lunchrooms	$ 55,111,582	$ 58,444,122	6.0%	$20,192,678
121,645	Limited menu restaurants	43,719,215	47,190,521	7.9	15,394,680
6,096	Commercial cafeterias	3,165,807	3,286,108	3.8	1,162,233
3,592	Social caterers	1,240,801	1,301,600	4.9	463,467
8,207	Ice cream, frozen custard stands	1,283,449	1,375,857	7.2	400,374
265,228	**Total—Eating places**	**$104,520,854**	**$111,598,208**	**6.8%**	**$37,613,432**
32,308[3]	Bars and taverns	$ 8,254,928	$ 8,428,281	2.1%	$402,450[4]
297,536	**Total—Eating and drinking places**	**$112,775,782**	**$120,026,489**[5]	**6.4%**	**$38,015,882**
	Food contractors				
	Manufacturing and industrial plants	$ 2,616,415	$ 2,721,072	4.0%	$ 1,155,017
	Commercial and office buildings	825,007	894,308	8.4	380,534
	Hospitals and nursing homes	1,105,892	1,184,410	7.1	447,665
	Colleges and universities	1,612,363	1,738,127	7.8	556,861
	Primary and secondary schools	833,066	886,382	6.4	325,764
	In-transit foodservice (airlines)	672,431	716,139	6.5	343,704[6]
	Recreation and sports centers	1,241,555	1,319,773	6.3	432,543
9,026[7]	**Total—Food contractors**	**$ 8,906,729**	**$ 9,460,211**	**6.2%**	**$ 3,642,088**
	Lodging places				
15,366	Hotel restaurants	$ 8,109,689	$ 8,748,054	7.9%	$ 2,679,570
1,786	Motor hotel restaurants	726,193	741,443	2.1	228,780
9,031	Motel restaurants	1,190,279	1,209,023	1.6	382,157
26,183	**Total—Lodging places**	**$ 10,026,161**	**$ 10,698,520**	**6.7%**	**$ 3,290,507**
	Retail hosts				
10,468	Drug and proprietary store restaurants	$ 428,939	$ 437,947	2.1%	$ 155,033
1,562	General merchandise store restaurants	62,942	65,334	3.8	22,867
4,932	Department store restaurants	1,060,388	1,051,905	(0.8)	372,374
3,651	Variety store restaurants	236,488	232,704	(1.6)	82,377
4,155	Food stores (except grocery)	179,968	186,087	3.4	58,431
40,998	Grocery store foodservice	1,954,774	2,465,722	26.1	813,688
29,925	Gasoline service station foodservice	1,047,788	1,290,875	23.2	425,989
8,525	Misc. retail (liquor, cigar, etc.[8])	423,242	465,062	9.9	151,145
104,216	**Total—Retail hosts**	**$ 5,394,529**	**$ 6,195,636**	**14.8%**	**$ 2,081,904**
	Recreation and sports foodservice				
2,785	Drive-in movies	$ 244,870	$ 227,974	(6.9)%	$ 66,406
3,857	Bowling lanes	702,481	713,018	1.5	241,766
N/A	Recreation and sports centers	958,610	1,016,126	6.0	332,971
6,642	**Total—Recreation and sports foodservice**	**$ 1,905,961**	**$ 1,957,118**	**2.7%**	**$ 641,143**
	All other foodservice				
3,088	Vending and non-store retailers[9]	$ 3,667,828	$ 3,898,901	6.3%	$ 1,185,765
N/A	Mobile caterers	588,430	627,266	6.6	196,726
3,088	**Total—All other foodservice**	**$ 4,256,258**	**$ 4,526,167**	**6.3%**	**$ 1,382,491**
446,691	**Total—Group I**	**$143,265,420**	**$152,864,141**	**6.7%**	**$49,054,015**

Footnotes

1. Data are given only for establishments with payroll.
2. Figures are latest census area reports or merchandise line detail counts or updates when reliable data become available.
3. Unit count includes only those establishments serving food; however, sales figure is for all bars and taverns with payroll.
4. Food only. Cost of alcoholic beverages totaled $2,581,161,000.
5. Food and drink sales for nonpayroll establishments totaled $3,379,180,000, with eating places accounting for $2,409,950,000 and drinking places, $969,230,000.
6. Food purchase only.
7. Individual businesses, not locations. Contract feeders are included in eating place totals in all Bureau of Census publications although their sales volume figures are significantly understated.
8. Includes SIC 59 except 591 and 596.
9. Includes sales of hot foods, sandwiches, pastries, coffee and other hot beverages.
10. School lunch commodities furnished in the calendar year 1985 under Secs. 6, 32 and 416 were worth $819,369,939. In addition, 165,123,268 half-pints of milk worth $15,799,919 were supplied.
11. Total number of colleges and universities which have foodservice whether contracted or not.
12. Represents sales or commercial equivalent to employees.
13. Sales (commercial equivalent) calculated for nursing homes and homes for aged only. All others in the grouping make no charge for food served.
14. All 50 states plus the District of Columbia.

*** These institutions make no charge for food served.

Estimated food and drink sales and purchases, 1985

# of Units	Type of establishment	Estimated food and drink sales (000) 1984	Estimated food and drink sales (000) 1985	Percent gain (loss)	Estimated food and drink purchases (000) 1985
	Group II: Institutional Foodservice—Business, educational, government or institutional organization which operate their own foodservice.				
	Employee foodservice				
3,646	Industrial and commercial organizations	$ 1,629,849	$ 1,682,004	3.2%	$ 742,174
403	Sea-going ships (1,000+ tons)	43,604	40,857	(6.3)	24,514
4,248	Inland waterway vessels	230,576	247,869	7.5	148,721
8,297	**Total—Employee foodservice**	**$ 1,904,029**	**$ 1,970,730**	**3.5%**	**$ 915,409**
	Educational foodservice				
91,453	Public and parochial elementary and secondary schools (89,857 national school lunch program[10])	$ 2,780,429	$ 2,918,628	5.0%	$ 2,994,756
1,014	Public colleges and universities[11]	2,047,220	2,096,353	2.4	842,302
1,636	Private colleges and universities[11]	921,747	963,226	4.5	442,433
94,103	**Total—Educational foodservice**	**$ 5,749,396**	**$ 5,978,207**	**4.0%**	**$ 4,279,491**
	Transportation foodservice				
56	Passenger/cargo liners	$ 172,769	$ 189,528	9.7%	$ 104,240
106	Airlines	624,783	657,856	5.3	327,665
2	Railroads	41,087	46,044	12.1	20,833
164	**Total—Transportation foodservice**	**$ 838,639**	**$ 893,428**	**6.5%**	**$ 452,738**
	Hospital foodservice				
4,154	Voluntary and proprietary hospitals	$ 5,357,862	$ 5,124,485	(4.4)%	$ 2,049,794
1,578	State and local short-term hospitals[12]	788,491	746,008	(5.4)	496,098
745	Long-term, general, TB and psychiatric hospitals	854,800	839,248	(1.8)	335,699
343	Federal hospitals[12]	390,173	394,652	1.1	306,251
6,820	**Total—Hospital foodservice**	**$ 7,391,326**	**$ 7,104,393**	**(3.9)%**	**$ 3,187,842**
29,169	Nursing homes, homes for the aged, blind, orphans and mentally and physically handicapped[13]	$ 2,986,657	$ 3,001,608	0.5%	$ 1,844,068
	Miscellaneous foodservice				
10,310	Clubs	$ 1,466,520	$ 1,536,913	4.8%	$ 621,846
2,806	Sports and recreation camps	123,698	122,830	(0.7)	73,698
15,210	Community centers	400,798	417,231	4.1	492,324
N/A	Convents and seminaries	***	***	***	95,280
28,326	**Total—Miscellaneous foodservice**	**$ 1,991,016**	**$ 2,076,974**	**4.3%**	**$ 1,283,148**
	Penal institutions				
791	Federal and state prisons	***	***	***	$ 427,189
3,338	Jails	***	***	***	327,783
4,129	**Total—Penal institutions**	***	***	***	**$ 754,972**
171,008	**Total—Group II**	**$ 20,861,063**	**$ 21,025,340**	**0.8%**	**$12,717,668**
617,699	**Total—Groups I and II**	**$164,126,483**	**$173,889,481**	**5.9%**	**$61,771,683**
	Food furnished to foodservice employees in Groups I and II	***	***	***	$ 4,102,006
617,699	**Total—Groups I, II, and FSE**	**$164,126,483**	**$173,889,481**	**5.9%**	**$65,873,689**
	Group III: Military Foodservice				
N/A	Defense personnel	***	***	***	$ 1,936,148
700	Officers' and NCO clubs ("open mess")[14]	$ 546,242	$ 579,563	6.1%	$ 199,994
556	Military exchange foodservice	280,315	297,694	6.2	113,868
1,256	**Total—Group III**	**$ 826,557**	**$ 877,257**	**6.1%**	**$ 2,250,010**
618,955	**GRAND TOTAL**	**$164,953,040**	**$174,766,738**	**5.9%**	**$68,123,699**

Source: Malcolm M. Knapp, Inc.

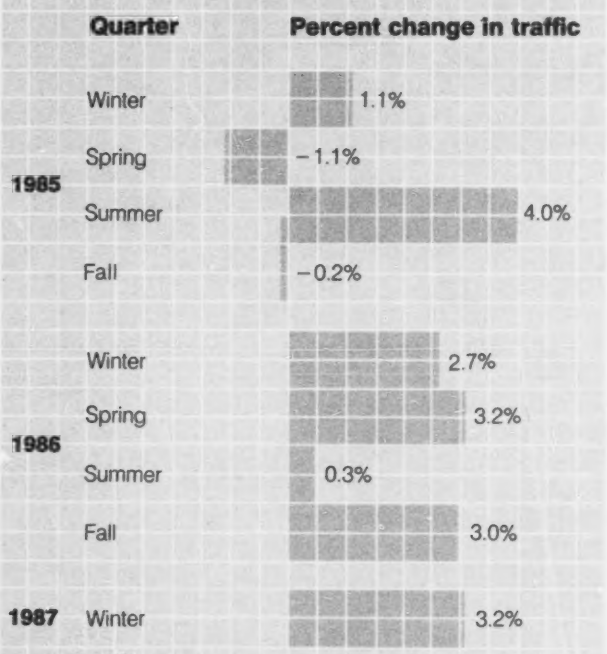
December-January-February

CREST Report

Percent change in quarterly traffic

Winter 1985–Winter 1987

Customer traffic was up 3.2 percent during the winter quarter of this year



Note: Percent change is over same period of the prior year.
Source: CREST Enterprises, *Household Report*, Winter, 1985—Winter, 1987

Moderate growth continued in the restaurant industry during the winter quarter of 1987. Customer traffic was up 3.2 percent over the same period in 1986, and sales rose 5.5 percent. The industry's overall performance mirrored that registered in the final quarter of last year, when traffic and sales increased 3.0 and 5.4 percent, respectively. Growth continues to be concentrated within the quickservice segment, and dinner was again the strongest performer among the three meal periods. However, breakfast, which was sluggish for much of last year, staged a modest comeback.

Industry summary

☐ **Customer counts** at the nation's restaurants were up 3.2 percent during the 1987 winter quarter. Off-premises traffic increased at a faster pace than on-premises traffic—4.4 versus 2.3 percent, respectively. Breakfast traffic was up 3.9 percent—the first gain since the fall of 1985. The midday meal posted a 2.6 percent rise in customer counts and dinner registered a healthy 5.2 percent increase.

☐ **Sales** were up 5.5 percent in the winter quarter of this year. The evening meal period posted the largest sales gain—6.3 percent. Lunch sales rose 4.6 percent, and sales at breakfast increased 4.4 percent.

☐ **Penetration**, which is a measure of the proportion of U.S. households in which at least one member ate out at least once in an average two-week period, was unchanged during the winter quarter when compared to the same period in 1986. However, the total **number of households reached** increased by 2.0 percent.

☐ **Average check size** was $3.57 in the 1987 winter quarter, up 2.0 percent over its level of $3.50 during the same period in 1986. The average check size for all snacks rose a substantial 7.3 percent, and it inched up slightly at the other three meal periods. Average check size was up 1.9 percent at lunch and rose 0.9 percent at both breakfast and dinner.

☐ **Promotions*** were used on 18.8 percent of all occasions during the 1987 winter quarter. Consumers used coupons more frequently than other types of deals, and parties of adults with children were more likely to use promotions than were parties of adults only. Promotions were most popular at dinner; they were used on 23.9 percent of all occasions. Patrons used promotions on 18.5 percent of all lunch occasions and on 14.0 percent of breakfast occasions.

Quickservice restaurants

☐ **Customer traffic** at quickservice restaurants rose 4.7 percent during the 1987 winter quarter, about the same gain this segment posted a year earlier. Retail quickservice establishments registered a dramatic 26 percent increase in customer counts, and traffic was up more than 15 percent at quickservice barbecue places. The pizza category continued to grow, with customer counts up 10 percent in the 1987 winter quarter. Donut, Asian and varied menu quickservice places were the only categories to register declines in customer traffic.

☐ **On-premises traffic** rose 4.9 percent at quickservice restaurants, while **off-premises** customer counts increased 4.5 percent.

☐ **Sales** in the quickservice segment increased 8.1 percent in the winter quarter of this year due, in part, to the rise in customer traffic.

☐ **Penetration** edged down 0.2 percent, while the **number of households reached** moved up 1.8 percent.

☐ **Average check size** stood at $2.57 during the 1987 winter quarter, up from $2.49 during the same period in 1986.

☐ **Promotions*** were used on 21.8 percent of all quickservice occasions. Parties with children used promotions more frequently than parties of adults only.

Midscale restaurants

☐ **Customer traffic** at midscale restaurants inched up 0.2 percent during the 1987 winter quarter. Midscale retail establishments, hotels and barbecue specialty restaurants suffered steep declines in customer counts. Despite the weakness in this segment,

Winter quarter performance by segments and meal periods

Quickservice restaurants registered the largest increase in customer traffic across the segments and dinner posted the strongest performance among the three meal periods

	Percent change in . . .		
	Traffic	Sales	Average check size
Total restaurants	**3.2%**	**5.5%**	**2.0%**
Quickservice	4.7%	8.1%	3.2%
Midscale	0.2%	1.6%	1.4%
Upscale	0.7%	5.5%	4.7%
Moderate-check	1.0%	4.7%	3.5%
Higher-check	−0.3%	6.6%	6.9%
Breakfast	3.9%	4.4%	0.9%
Lunch	2.6%	4.6%	1.9%
Dinner	5.2%	6.3%	0.9%

Note: Percent change is over same period of the prior year.
Source: CREST Enterprises, *Household Report*, Winter, 1987

some types of restaurants registered healthy gains in customer traffic during the winter months. Traffic was up a whopping 27 percent at midscale sandwich places, customer counts rose more than 16 percent at midscale Italian restaurants, and family steakhouses posted a 9 percent increase.

☐ Both **on and off-premises** traffic increased 0.2 percent at midscale establishments in the 1987 winter quarter.

☐ **Sales** at midscale restaurants increased a slight 1.6 percent in the 1987 winter quarter, following a 2.3 percent rise in the previous quarter.

☐ **Penetration** fell 0.5 percent within the midscale segment, while the **number of households reached** grew by 1.4 percent.

☐ The **average check size** for midscale restaurants rose 1.4 percent to $4.22.

☐ Consumers used **promotions*** on 13.5 percent of all occasions at midscale restaurants. Adults accompanied by children were more likely to use promotions at midscale restaurants than groups of adults only.

Upscale restaurants

☐ **Customer traffic** at upscale restaurants during the winter quarter of this year was up a slight 0.7 percent over the same period in 1986. Moderate-check upscale restaurants posted a 1.0 percent increase in traffic due largely to increases of 25 percent or more in customer counts at fern bar and upscale burger restaurants. Most higher-check upscale restaurants registered very healthy increases in customer traffic; however, a 10.2 percent drop in traffic at upscale hotels offset gains. Overall, customer traffic declined by 0.3 percent within the higher-check upscale category.

☐ **On-premises** customer counts edged down 0.4 percent in the 1987 winter quarter. In contrast, traffic for **off-premises** dining rose 20.1 percent. However, the vast majority of upscale restaurant occasions continue to occur on-premises.

☐ **Sales** at upscale restaurants advanced 5.5 percent. Sales increased at a faster pace at higher-check upscale restaurants than at their moderate-check counterparts—6.6 versus 4.7 percent, respectively.

☐ **Penetration** fell by 0.5 percent at moderate-check upscale restaurants, but rose 1.1 percent at higher-check places. The **number of households reached** increased for both moderate and higher-check upscale categories, 1.4 and 3.1 percent, respectively.

☐ The **average check size** at moderate-check upscale restaurants was $7.35 in the 1987 winter quarter, up from its 1986 level of $7.10. At higher-check upscale restaurants, the average check size was $14.64, compared to $13.70 during the 1986 winter quarter.

☐ **Promotions*** were used on 13.3 percent of all moderate-check upscale occasions and on 12.7 percent of all higher-check upscale occasions. Restaurant specials are the most frequently used type of promotion at both types of establishments.

** CREST has changed the way it collects information on consumers' use of promotions. The new format prompts consumers with a wider variety of promotional choices. It also allows for multiple responses to account for the use of more than one promotion on a single occasion. Consequently, 1987 winter quarter data are not strictly comparable with that of prior quarters.*

What is CREST?

Launched in September 1975, the CREST (Consumer Reports on Eating Share Trends) survey is designed to track expenditures and behavior in the commercial segment of the foodservice industry, including information by type and classification of restaurant and also by meal or snack period.

Approximately 10,000 families and 2,800 nonfamily households representing demographic patterns in the United States have been selected to participate in the study. Each household is asked to record every meal and snack experience during a particular two-week period for each of the four quarters of the year. Detailed entries are required for meals eaten or purchased away from home in establishments such as restaurants, hotels and motels, fast food/drive-in places, delicatessens, refreshment stands, carryouts, coffee shops, donut shops, ice cream shops or eating places inside variety stores or other retail stores. The diary does not include any meals eaten at schools, hospitals, colleges or other institutional feeding places.

CREST information can help restaurateurs compare their operation's performance with that of the total industry as well as with specific restaurant categories (quickservice, midscale or upscale restaurants).

The CREST study can also provide valuable information concerning customer behavior, such as how much people spend. And, because it is an ongoing study, CREST information allows comparison against a standard—an aid in the development of trend analysis.

Readers wishing more information on the CREST study should contact CREST Enterprises, one of the NPD group of marketing and research companies, 1300 W. Higgins Road, Park Ridge, IL 60068-5798.

Salad, side order highlights

Although Americans are eating more vegetables than ever before, CREST data suggest that most of the increase is at home, not in restaurants. This article highlights the changes in salad and side orders from 1982 to 1986.

Main-dish salad highlights

☐ Between 1982 and 1986, orders for main-dish salads increased 10 percent. However, the percent of occasions on which they were ordered remained unchanged.

☐ **Quickservice.** There were fewer main-dish salad bar orders in 1986 than in 1982 as prepackaged salads came into vogue.

☐ **Midscale.** Due to repositioning efforts, there was an 80 percent increase in main-dish salad orders at family steakhouses between 1982 and 1986.

☐ **Upscale.** A shift in the mix of salad bar orders and served salad orders has taken place. In 1982, salad bar orders accounted for 57 percent of all main-dish salad orders; by 1986 this proportion had dropped to 42 percent.

Side-order highlights

☐ **Side-dish salad** orders fell by nearly 11 percent between 1982 and 1986. Although side salad orders rose 9 percent at quickservice operations, declines occurred at both midscale and upscale restaurants—20.4 percent and 1.9 percent, respectively.

☐ **Potatoes** continue to be the most frequently ordered side dish—ordered on more than 32 percent of restaurant occasions—but their growth has been limited. Between 1982 and 1986, overall potato orders advanced less than 4 percent, and the percent of occasions on which they were ordered dropped slightly. Although french fries are the leading potato seller at quickservice restaurants, the greatest growth was experienced by baked, stuffed and mashed potatoes—up 32 percent over the five-year period.

☐ **Rice** orders rose at all restaurants and within each segment between 1982 and 1986. Orders for rice increased more than 100 percent at quickservice restaurants and 47 percent overall.

☐ **Hot vegetable orders** increased 5.5 percent between 1982 and 1986 (excluding potatoes, rice and onion rings). The most dramatic increase in vegetable orders occurred at quickservice restaurants—up 59 percent. Gains of 22 percent and 33 percent, respectively, at midscale and upscale specialty restaurants were tempered by declines at midscale and upscale varied menu establishments (13 percent for midscale and 16 percent for upscale), affecting hot vegetable orders in the aggregate.

—Laurence Greenberg

Percent change in restaurant orders for vegetables and side dishes (1982 versus 1986*)

The popularity of main-dish salads far surpasses that of side-dish salads

	Main-dish salads	Side-dish salads	Potatoes	Hot vegetables[1]
Total restaurants	10.2%	−10.6%	3.8%	5.5%
Quickservice restaurants	28.5	9.3	10.1	59.0
Midscale restaurants	8.6	−20.4	−8.3	−4.8
Upscale restaurants	−0.6	−1.9	3.6	6.7

Percent of restaurant eater occasions on which vegetables and side dishes were eaten

On average, the number of occasions on which vegetables and side dishes were ordered remained stable or dropped slightly

	Main-dish salads		Side-dish salads		Potatoes		Hot vegetables[1]	
	82	86	82	86	82	86	82	86
Total restaurants	2.7%	2.7%	9.0%	7.3%	34.5%	32.5%	4.7%	4.5%
Quickservice restaurants	1.3	1.4	2.4	2.2	33.9	31.3	0.9	1.2
Midscale restaurants	4.6	5.4	16.5	14.2	34.8	34.5	10.4	10.7
Upscale restaurants	6.0	5.5	31.4	28.4	38.3	36.6	12.6	12.4

[1]Excluding potatoes, rice and onion rings

**CREST has changed its procedures for processing some of the diary information it collects. A new "casual dining" segment has been added to the upscale segment. Included in this category is information for many eateries which were previously classified as midscale specialty or family-style restaurants. These changes affect the comparability of annual data, particularly that for midscale and upscale establishments.*

Source: GDR/CREST Enterprises, *Annual Household Report*, 1982-86

1 NEW ENGLAND

Location: Methuen, MA
Association members: Donald, Peter and Paul Shaheen
Operation: Red Tavern
Profile: Steakhouse housed in elegant lodge
In business: 40 years
Seats: 400
Meals served: Lunch, dinner

"Our restaurant is perfect for family gatherings and special functions," says **Margaret Shaheen** of the Red Tavern, "so our spring business has been very good. But summer in our area is slower, in general, because so many people head to the beaches."

Red Tavern is located on the old Searles estate, 25 miles north of Boston, near the New Hampshire border. The 400-seat steakhouse is housed in a turn-of-the-century hunting lodge/guest house that began to operate as an inn around 1910. The dining facilities are divided into several small rooms, six of which have fireplaces.

The restaurant's interior is impressive, with heavy mahogany woodwork imported entirely from England and a 600-bottle wine cellar that is visible from the front lobby. An additional attraction is the open-hearth dining room, where guests can watch their steaks, fillets and prime ribs being prepared in front of them.

One of Shaheen's main concerns, which she says is shared by most local operators, is New England's labor shortage. "Some local restaurants have closed for lunch," she says, "and it's not because the business isn't there."

2 MID ATLANTIC

Location: Ticonderoga, NY
Association member: Robert L. Hill
Operation: Streetroad's Olde Schoolhouse
Profile: Family-style restaurant
In business: 10 years
Seats: 200
Meals served: Lunch, dinner

"Our season is just moving into full swing," says **Robert Hill**, owner of the Olde Schoolhouse, a family-style restaurant housed in an abandoned single-classroom elementary school. The eatery, located in the tiny Adirondack hamlet of Streetroad, draws tourists from June through September.

Much of the Olde Schoolhouse's summer business comes from campers and visitors to Lake Champlain and Lake George. In addition, says Hill, a dependable year-round clientele is provided by a local branch of the International Paper Company.

The Olde Schoolhouse specializes in home-cooked meals served family-style, with large bowls of fresh vegetables and other side dishes. Roast turkey and roast beef, steaks and seafood—including shrimp, scallops, halibut and other fresh local fish—are favorites. Many of the desserts, such as strawberry shortcake, are made on site.

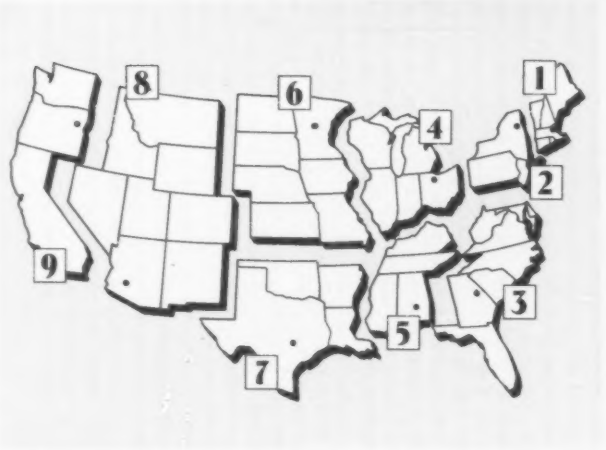
3 SOUTH ATLANTIC

Location: Atlanta, GA
Association member: Emile Blau
Operation: Pearls Fish Cafe
Profile: Upscale seafood restaurant
In business: 2 years
Seats: 160
Meals served: Lunch, dinner

"The last couple of months have been real strong for us," says **Emile Blau**, general manager of Pearls Fish Cafe. The two-year-old restaurant, located just north of Atlanta's downtown area, has been doing a growing convention business.

Pearls is part of a restaurant company that owns two other popular theme restaurants in Atlanta—Bone's Steakhouse and Trotter's. Pearls, the company's newest project, is a bright and brassy white tablecloth operation, with a Terazzo-tiled floor and white and blue tiled walls.

The menu at Pearls is broad, listing more than 30 items, including all types of fresh grilled fish, oysters, clams and mussels, including the cafe's crabcakes, which are flavored with provolone cheese and accompanied by a roasted red pepper sauce.



4 EAST NORTH CENTRAL

Location: Toledo, OH
Association member: Richard Wells
Operation: Red Wells Famous Roast Beef Shop
Profile: Roast beef sandwich shop
In business: 68 years
Seats: 120
Meals served: Breakfast, lunch, dinner

"Our business has been very good," says **Richard Wells,** owner of Red Wells Famous Roast Beef Shop. "In fact, although it generally stays about the same year after year, our profits have been rising slightly for the past four or five years."

Toledo's local economy, says Wells, is strong. "There are an awful lot of restaurants," he adds, "but they all seem to be doing all right." One of the oldest is Wells's cafeteria-style operation, which opened in 1919 and has been handed down to him from his grandfather and father.

The specialty of the house is undoubtedly the $1.99 roast beef sandwich. Wells estimates that he sells 300 to 400 sandwiches per day or enough to go through five, 35-pound beef rounds. Sandwiches are served on rye, wheat or white bread, and the condiment of choice, says Wells, is horseradish sauce. Side orders include mashed potatoes, baked beans, cole slaw and potato salad.

5 EAST SOUTH CENTRAL

Location: Montgomery, AL
Association member: Gerald Hamilton
Operation: Catfish Country
Profile: Fullservice seafood operation
In business: 5½ years
Seats: 180
Meals served: Lunch, dinner

"We opened in '82 and since then we've seen a growth in our business each year," says Catfish Country's **Gerald Hamilton**. His family-run, family-oriented operation has flourished, he says, by offering personal service and a menu cooked entirely from scratch.

Guests at Catfish Country can order steaks, chicken and pork chops as well as a variety of fresh seafood and shellfish. But as the restaurant's name suggests, the true house specialty is catfish, one of the country's fastest growing seafood items. Hamilton's restaurant primarily serves "squealers," "itty-bitty" two to three-ounce pond-raised catfish. "People around here used to eat mainly wild catfish, which have a stronger taste," says Hamilton, "but now they seem to prefer the pond-raised."

Hamilton's business has also received a boost in recent years from a flourishing catering operation.

6 WEST NORTH CENTRAL

Location: Brainerd, MN
Association member: Alan and Jane Gunsbury
Operation: Quarterdeck on Gull Lake
Profile: Resort restaurant
In business: 11 years
Seats: 225
Meals served: Breakfast, lunch, dinner

"We sometimes turn away as many as 200 phone reservations in one hour," says **Alan Gunsbury**, owner of the enormously popular Quarterdeck. His restaurant, which is open year-round, has been named one of the 10 best in the Snow Belt, and Gunsbury has received many business awards for his promotional work.

In fact, Gunsbury's promotional schedule is so active—more than 65 events each year—that one wonders how he finds time to operate a restaurant. Many of the Quarterdeck's promotions are geared toward promoting not the restaurant, but the local community and other local businesses. For example, the restaurant's 12-page menu is printed in a newspaper format that extolls the virtues of the surrounding area. "We try to help our neighbors, and we've found that things have a way of coming back to you," says Gunsbury.

The Quarterdeck is divided into three levels, including a crow's nest that overlooks the lake. The varied menu lists more than 100 items. Ribs, Italian entrees, fresh seafood and special diet selections are particularly popular.

7 WEST SOUTH CENTRAL

Location: Elgin, TX
Association member: Tom Winters
Operation: City Cafe
Profile: Family restaurant
In business: 76 years
Seats: 116
Meals served: Breakfast, lunch, dinner

"We're off around 20 percent from two years ago, when we were at our peak," says **Tom Winters**, owner of the City Cafe. The 116-seat family restaurant is located in a small bedroom community 20 miles east of Austin. And Austin, adds Winters, "is an overbuilt restaurant market."

There may be, however, some hope on the horizon for businesses in Elgin. Austin's airport may be moved to a location between the city and Elgin, a project that would involve nearly 10 years of construction and bring lots of business with it. "That would provide a definite boost," says Winter.

The City Cafe specializes in Tex-Mex cuisine as well as traditional American dishes, such as chicken fried steak, hamburgers, homemade stew and chili. Other favorites are the plate lunches and all-you-can-eat nightly specials, such as the Friday catfish buffet and a Sunday buffet that includes turkey and dressing, a second entree, six vegetables and a dessert for $4.95.

8 MOUNTAIN

Location: Phoenix, AZ
Association member: Richard C. Widmaier
Operation: Dick's Big Mouth Restaurant
Profile: Fast food restaurant with indoor seating
In business: 20 years
Seats: 46
Meals served: Breakfast, lunch, dinner

At Dick's Big Mouth Restaurant, it's business as usual, says owner **Dick Widmaier**. "Business has always been pretty steady throughout the year," says Widmaier, whose operation is celebrating its 20th anniversary.

Dick's offers a standard fast food menu as well as Mexican food. The house specialty is the *Big Mouth* burger, a double-decker sandwich loaded with one-half pound of meat and garnished with "the works." "I'll tell you, it takes two hands to eat one of these burgers," says Widmaier.

In addition to its self-service interior section, Dick's also has a busy drive-thru window that is responsible for nearly one-fourth of the operation's business. Widmaier, who was familiar with drive-thrus from his days with Jack-in-the-Box, designed the window into the building's original plans.

The restaurant's red, white and blue logo portrays a big-mouthed boy eating a hamburger. Where did the operation's name come from? "I was always a big mouth as a kid," says Widmaier. "I decided to take advantage of it when I named the restaurant."

9 PACIFIC

Location: Baker, OR
Association member: Bill and Judy Brown
Operation: The Brass Parrot
Profile: Fullservice restaurant
In business: 4 years
Seats: 110
Meals served: Breakfast, lunch, dinner

"One of the things that has really helped our business has been accepting reservations at lunchtime," says **Judy Brown**, owner of The Brass Parrott. "It makes it a lot easier for businesspeople on a tight schedule if they can come in and know they'll have a table."

The 110-seat restaurant is located in a historic brick building in Baker, a "high desert" town of 9,000 near Oregon's eastern border. The decor, with its brass, plants, stained glass and original tin ceiling, is rather upscale for Baker, says Brown. The eclectic interior is rounded off by antiques, etched glass and the stuffed, ceramic and brass parrots that gave the restaurant its name.

The specialty of the house is Mexican food, including the eye-catching taco salads that are served in basket-shaped deep-fried flour tortillas. Gourmet burgers are also popular as are turkey melt sandwiches, served hot on a hoagie with guacamole, Swiss cheese and hot tomatoes.

—David Slater

Qu'est ce que c'est California cuisine?

Further evidence of the rising international status of America's chefs and cuisine was recently demonstrated by an invitation issued by the French government to two California chefs. Alan Greeley, owner and chef of The Golden Truffle in Costa Mesa, California, and William Orr, first cook at the Pavillion Restaurant, Four Seasons Hotel in Newport Beach, California, were invited to host a series of food and wine lectures in France on California cuisine. The two-week tour was sponsored in part by the city of Bordeaux in hopes of improving culinary trade relationships between France and California.

The chefs demonstrated several California-style dishes featured at The Golden Truffle, such as *Santa Barbara Abalone* and *Pacific Salmon*. They also combined West Coast cooking methods—using light sauces and crisp vegetables—with local French products. To give the French a taste of how international flavors have influenced California cuisine, the chefs prepared such appetizers as guacamole and sashimi.

Greeley, assisted by the mayor of Bordeaux, also prepared a series of California-influenced gourmet meals at the French Wine Consulate in Bordeaux.

—The Golden Truffle

Pie in the sky

Harried travelers in the market for a gift or souvenir before leaving Chicago no longer have to settle for a White Sox T-shirt or a Sears Tower paperweight from an O'Hare Airport gift shop. Instead, they can take home a genuine regional delight—a frozen Chicago pizza.

Local entrepreneur Bill Gramas and his newly formed company, Sky Pies, is supplying travelers with gift-boxed versions of the famous Chicago delicacy, guaranteed to stay frozen for up to 12 hours. He has set up his first Sky Pies concession at O'Hare Airport and will soon offer pies by direct mail. Gramas expects 1987 sales to reach $1 million. "We had one woman take a pizza all the way to Indonesia," says the entrepreneur proudly.

—Sales Marketing and Management

Welcome the Moscow cafe

Restaurants USA is now being read in Moscow, U.S.S.R., as well as in Moscow, Pennsylvania, and Moscow, Idaho. Cafe on Kropotkinskaya, believed to be the first free-enterprise eating and drinking place in the Soviet Union, has been granted a complimentary membership in the National Restaurant Association.

"We have an international membership from 40 countries," said National Restaurant Association President and Chairman of the Board Michael Grisanti, "but this is our first member in the Soviet Union. The Moscow cafe, he added, might pick up some pointers from the association's publications.

When the restaurant opened this spring, diners paid about $10 to dine on such dishes as veal and suckling pig in a setting that includes white columns, mirrors and brown velvet curtains.

—National Restaurant Association

Starting in the business early

A Gary, Indiana, teenager with an interest in catering created a unique solution to his unemployment problem: He hired himself. Kenneth Carter, 16, became a business owner at 13 when he founded TC Catering Service. His motivation behind becoming an entrepreneur: "I couldn't find anyone to hire me to work for them."

To begin his business, Carter borrowed $3,000 from his parents (he has since repaid the money). His first job, a wedding reception for 200 people, netted a $50 profit. Today, TC Catering has annual sales of about $10,000. His customers include the Gary city government, which hires him to cater large meetings.

Carter, a high school sophomore studying business, plans to attend the Culinary Institute of America in Hyde Park, New York, after graduation. Until then, he doesn't let work interfere with his studies.

During the school year, he limits his business to one or two jobs a month and hires friends on a part-time basis to help. In the summer, he works full-time with two other teenagers.

—USA TODAY

Curing the wine list jitters

The Wine School at Meadowood Resort and Country Club, located in the heart of California's Napa Valley, is trying to help those who are befuddled by wine lists. Their Executive Wine Course involves three days and two nights of wine tasting, wine and food pairings and critiques of wine lists from around the world.

"Anyone interested in food and wine can take the course," said Wine School Director John Thoreen, "but corporations and professional firms seem especially interested." The course, he adds, is designed to provide each student with a comfortable wine and food base, which should "give them some insights, some tools, some shortcuts that work right now."

The wine lists studied in the course have come from restaurants that have won awards for the excellence in their wine lists and wine cellars from *The Wine Spectator*.

—Meadowood Resort and Country Club

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